

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

185 Madison Avenue, New York City

VOL. CLXI, No. 12 NEW YORK, DECEMBER 22, 1932

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## SELLING IS SELLING IN ANY LANGUAGE

IN SELECTING export advertising counsel, American manufacturers have been facing the dilemma of having to choose between two radically different schools.

One—that whatever advertising is successful in home markets can be carried out unchanged (except for translation) in foreign markets. Two—that anything used domestically is completely unsuitable abroad.

Ayer & Son, in placing export advertising, believe that neither of these two courses offers a simple solution to the problem.

The Export Division of Advertising Headquarters is composed of experienced export men. Through personal knowledge of foreign markets—gained through extensive travel—through constantly maintained contacts, through continuous study of foreign merchandising they are in intimate touch with various local conditions.

In support, they have at their command the entire organization of N. W. Ayer & Son, Incorporated—resources, experience, personnel, and equipment.

The advantage of this is immediate. Where local habits, preferences, traditions and prejudices indicate inflexible practices, these are never violated.

Where these do not exist, or largely have come under the influence of more enlightened methods, we are guided by those successful selling and advertising principles which have produced results for Ayer & Son accounts for over sixty years.

The rightness of this policy is provable. We invite an opportunity to discuss export advertising problems with advertisers seeking sales extension in foreign markets.

## N. W. AYER & SON, INC.

*Advertising Headquarters*

WASHINGTON SQUARE, PHILADELPHIA

New York

Boston

Chicago

San Francisco

Detroit

London

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**During the first eleven months of 1932, The Milwaukee Journal published more than twice as much paid advertising as the second Milwaukee paper . . . . because The Journal sells more goods at a lower cost per sale than any other Milwaukee paper or combination of papers.**

●

**THE MILWAUKEE JOURNAL**  
**W FIRST BY MERIT W**

National Representatives      O'Mara & Ormsbee  
New York   Chicago   Detroit   Los Angeles   San Francisco

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# PRINTERS' INK

Registered U. S. Patent Office

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VOL. CLXI

NEW YORK, DECEMBER 22, 1932

No. 12

## How Advertising Meshes with the New Selective Selling

Analysis by Territory, Buying Power and Other Factors; Some Phases of Localization; Narrowing the Results

By Kenneth Groesbeck

Vice-President, McCann-Erickson, Inc.

THE main characteristic of advertising, style 1932-3, is that it is like an iceberg—four-fifths of it is out of sight. What you see is evidently boiled down to essentials, aimed sharply at definite consumers of known location and buying habit. The space units run smaller and the coupons run larger. What you don't see, however, is more revealing than what you do.

Almost any day's work in an advertising agency in these times has been preceded by a month's work outside or in the laboratory. Nobody says, any more, "human nature is all the same breed from Maine to California. Get your right slant and shoot it where you can get most people for least money." It is no longer considered that easy. Advertising has learned a lot from hard times.

A salient characteristic of the new depression-time advertising—as indeed it is of most hard-times selling—is its selective attitude.

"Selective selling," in its narrow sense, means picking those wholesalers and retailers with whom an arrangement can be made which will result in their taking a special interest in your line. Perhaps they get an exclusive or semi-exclusive territory, perhaps a special discount. At any rate, they are distributors and dealers you want, and you make it worth their while to carry and push your goods.

In this article, however, we are using the term "selective selling"

to cover all sales and advertising procedure which narrows its activities down to definite and preferred localities, ages, income groups, times of year, nationalities, or anything else. Its essential characteristic is an attitude which breaks the advertising and sales job down into its component parts, solving each problem by itself, instead of dosing the whole hospital with the same medicine.

This new recognition of the complexity and diversity of the advertising problem and its *indissoluble tie-up with sales* is a decided step in advance, because it puts one of the most powerful tools of business on a more or less fool-proof basis, and opens up some authentic and highly valuable methods of procedure.

If we recognize the condition we have to treat as one of great complexity, with many and various factors involved, we no longer are content to evolve a "good" advertising appeal and put it where the most people are, for the least money. Also we do not only break our problem down into its components, and tackle each separately. We check our results and modify our subsequent procedure accordingly.

This new way of doing advertising reverses our original order of procedure. We used to go from broad generalities to individual cases. If the decision was to sell automobiles on the travel ap-

peal, that was that, and the Los Angeles territory just had to fit into the general slant. Now, however, we are more likely to set the Los Angeles territory as an individual sales problem, give it the kind of copy it needs, and any national advertising will be a compound of all the individual treatments, so it will at least not pull counter to any of them.

The method then is primarily analytic, although it becomes synthetic as it finally builds up a general policy made up of the sum of the individual conclusions.

Now, of course, advertising is properly a tool of sales, and the advertising plan should be always a carrying forward of the predetermined sales strategy.

Thus a well-worked-out selling plan will in many respects automatically dictate the location and character of the advertising. The sales plan finds the people it is desired to reach; and the advertising plan says, "Here is what we are going to tell them, and the various media we can best use to carry our message." This is the automatic meshing of advertising with selective selling—the advertising becoming selective just by as much as the selling is selective. The one follows in the other's footsteps.

In addition, however, to the self-evident variations in consumer location, habit and character—that which normal sales judgment digs out—here are a few typical *additional* factors such as are usually brought into the picture by skilled advertising thinking. They represent in concrete form the *selective advertising thinking* that shows the extent to which it harmonizes and meshes with *selective selling*.

Some of these factors are self-evident when one begins to look for them; others, however (and usually the most important) are only ascertained by consumer research and analysis of trade conditions. No attempt has been made in the following list to cover all types of products or to list all special factors. These are just some of the aids to advertising selectivity which appear in the picture.

Here are some special factors to add to general buying power and population index for avoidance of waste in advertising.

**Soap, toilet**—Hard and soft water conditions, climatic severity (affecting importance of "easy on hands" appeal).

**Soap, laundry**—Above plus prevalence of washing machines, plus utilization of laundries, plus local kinds of dirt to be washed out.

**Antiseptic Mouth Wash**—Climatic conditions, prevalence of colds, with special watchfulness for cold epidemics. Intelligence quotient important as well as buying power.

**Foods**—Racial characteristics—be sure you are not clashing with inherited national dislikes. Extent to which home cooking is done by servants or mistress of house. Prevalence of chain stores. Religion. Climate. Home habits of family.

**Silverware**—Cost of basic metal. When it is low, there is less market for plate. Style element. Type of silver preferred by leaders in community. Boston is conservative—trend is toward plain patterns. Detroit, for example, goes in for decoration. Season of year. Age of buyer. Gift or self purchase? Sex appeal.

**Cameras**—Comparative scenic beauty of various parts of country. Prevalence of outdoor life. Length of outdoor season. Extent to which territory is traveled by sightseers. Location of historic or otherwise interesting structures or terrain.

**Insecticides**—Insect prevalence by character of insect. Length of season. Rainfall. There are no flies on parts of the Pacific Coast because of the prevalent winds that blow them inland, where there are plenty.

**Electrical Goods**—Percentage of homes wired for electricity.

**Motor Cars, Accessories, Gasoline, etc.**—Community type, rural or urban. Length of touring season. Character of country—flat or hilly. Percentage of use, commercial or pleasure.

**Movies, or any Amusement**



# PROVIDENCE

# Automobile Show

## January 14 to 21

New England's First Auto Show of 1933

**KEY SHOW**, in New England's second largest market. Replacement potentials high for 1933 . . record volume of gasoline sales in Rhode Island for the first ten months of this year . . registrations, compared with 1931, highest in New England. Sharp and sustained improvement in Rhode Island payrolls since the mid-year low indicate more money, more confidence for early buying.

# Journal Show Number

## Sunday, January 15

Automotive News Feature of the Market!

.. Established among 90,000 reader-families as the great annual compendium of motordom's new offerings . . reaching 7 out of 10 of the potential buying families in Rhode Island (\$3000 a year or more) plus thousands of prospects in nearby communities.

# Providence Journal & Bulletin

*Dominating New England's Second Largest Market*

CHAS. H. EDDY CO.  
Boston - New York - Chicago

Representatives

R. J. BIDWELL CO.  
San Francisco - Los Angeles - Seattle

**Product**—Community or national habit—extent to which competition is offered by other types of relaxation.

**Roofing**—Climatic conditions, rainfall, average number of hours of sunshine. Prevalent type of building. Legislative restrictions.

**Road Building Material and Machines**—Attitude of State Legislatures, type of legislation already on the books. Comparative enlightenment of community. Extent to which State is used for touring. Possible State revenue from gasoline and license tax. Climatic conditions. Length of touring season.

Since it is born of depression times, and is clearly a more logical and efficient way to do advertising than by hunch, genius, or rule of thumb, it may be of value to trace the various methods of analysis now employed, with examples of each and take a look at the advertising methods to which they lead.

#### (1) Analysis by Localization

This is a very broad and general term covering all procedure that looks at any physical territory individually and locally. The territory may be a State; it is more often an arbitrary trading area established for the individual company concerned. This trading area may contain several States or parts of them; it may be established by contiguity to jobbing centers; it may have grown out of the territories originally assigned to individual salesmen. It is a portion of the country for some reason recognized by the company as a unit. Trading areas are often population groups weighted by the factor of buying power, these in turn being made up of trading centers, which are main cities or towns and their environs easily reached by interurban trolley, bus, or other frequent means of transportation.

A more or less standard division of the United States recognizes some twenty zones of *equal sales potential*, usually denominated for convenience by the names of their main cities. Each may account for approximately 5 per cent of the consumer sales potential of the en-

tire country. Within these zones are over 600 principal trading centers accounting for about 40 per cent of people, 53 per cent of retail outlets, and from 60 per cent to 70 per cent of the total volume of business. Notice the significant discrepancy among these percentages. They indicate the variation in comparative sales potential.

In such selection by localization, the simplest measuring stick to use is population weighted either by density or buying power, or both. Once this division has been made, however, the next step is to see how these trading areas set up in comparison with the product's actual sales. Theoretically they should be about alike, but lo, they prove to be entirely different.

Into the picture immediately come inequalities of distribution, variations in salesmen's ability, variation in jobbers' enterprise, conditions of competition, local or seasonal variables affecting the individual product.

And though our trading areas represent each "5 per cent of the country's potential buying power," we find 23 per cent of our sales going into New York, 18 per cent into Kansas City, 7 per cent into Los Angeles, and correspondingly less into the other areas. The two sets of figures don't match at all.

If we look at some other product the sales figures are different from the first one, and still more different from the ideal.


Then we begin to get suspicious. And suddenly we wake up to the fact that the sales figures on which we have been working by trading areas are sales by jobbers, and that jobbers' sales may, but probably do not, coincide with either State lines or the arbitrary boundaries of a trading area. The whole calculation is therefore worthless unless genuine and reliable figures of consumer sales by States can be obtained. While we are at it, we might try to get the figures by main centers as well, within the States.

Most products sell through jobbers, and most companies keep their sales figures on this jobbing basis.

(Continued on page 75)

# K-S-O

**lusty offspring of The Des Moines Register and Tribune is doing a genuine selling job!**

 Although a new station in Des Moines, K-S-O has jumped to the front in listener leadership. Aggressively promoted by The Register and Tribune, K-S-O offers advertisers a rare quality of program publicity and exceptional merchandising help. In Des Moines use

**K-S-O**, a merchandising radio station, powered by successful, aggressive newspaper methods. Owned and operated by The Des Moines Register and Tribune, Iowa's outstanding newspaper with more than 230,000 daily circulation.

RADIO advertisers will find the same helpful merchandising and publicity from K-W-C-R, the Register and Tribune station in Cedar Rapids and W-I-A-S in Ottumwa. Both K-S-O and K-W-C-R are on the N. B. C. Blue Network.



## ADVERTISING AGENCIES

STANLEY RESOR, *Chairman, J. Walter Thompson Company*

George E. Barton, *Amsterdam Agency, Inc.*  
 William B. Benton, *Benton & Bowles, Inc.*  
 J. M. Cecil, *Cecil, Warwick & Cecil, Inc.*  
 H. H. Charles, *Charles Advertising Service*  
 R. P. Clayberger, *Calkins & Holden*  
 W. P. Colton, *Wendell P. Colton Co.*  
 Frederick H. Cone, *Andrew Cone Agency*  
 Sheldon R. Coons, *Lord & Thomas*  
 Stuart D. Cowan, *Cowan & Dengler, Inc.*  
 L. B. Dudley, *Campbell-Ewald Co.*  
 David G. Evans, *Evans, Nye & Harmon, Inc.*  
 C. L. Fitzgerald, *Fitzgerald Advertising Agency*  
 J. K. Franer, *The Blackman Co.*  
 L. H. Frohman, *Lyddon, Hanford & Frohman, Inc.*  
 H. S. Gardner, *Gardner Advertising Co.*  
 Joseph A. Hanff, *Hanff-Metzger, Inc.*  
 George E. Harris, *Sr., The Dauchy Co.*  
 John H. Hawley, *Hawley Advertising Co.*  
 Winthrop Hoyt, *Charles W. Hoyt Co., Inc.*  
 William H. Johns, *Batten, Barton, Durstine & Osborn, Inc.*  
 Joseph Katz, *The Joseph Katz Co.*  
 Arthur Kudner, *Erwin, Wasey & Co.*  
 P. W. Lennen, *Lennen & Mitchell, Inc.*  
 H. B. LeQuatte, *Churchill-Hall, Inc.*

James Mackay, *H. E. Lesan Advertising Agency*  
 H. K. McCann, *McCann-Erickson, Inc.*  
 T. E. Moser, *Moser, Cotins & Brown, Inc.*  
 C. D. Newell, *Newell-Emmett Company, Inc.*  
 B. M. Nussbaum, *United Advertising Agency*  
 Frank Presbrey, *Frank Presbrey Co.*  
 William H. Rankin, *Wm. H. Rankin Co.*  
 Frank James Reynolds, *Albert Frank, Garrettsville, Ohio*  
 W. M. Richardson, *Richardson, Almy & Richards Co.*  
 Philip Ritter, *The Philip Ritter Co.*  
 Raymond Rubicam, *Young & Rubicam, Inc.*  
 F. B. Ryan, *Ruthrauff & Ryan, Inc.*  
 Thomas Ryan, *Pedlar & Ryan, Inc.*  
 V. O. Schwab, *Schwab & Beatty, Inc.*  
 G. C. Sherman, *George C. Sherman Co., Inc.*  
 F. G. Smith, *Smith, Sturgis & Moore, Inc.*  
 Daniel Starch, *American Association of Advertising Agencies*  
 G. Lynn Sumner, *The G. Lynn Sumner Co.*  
 Robert Tinsman, *Federal Advertising Agency*  
 E. T. Tomlinson, *Jr., Doremus & Co.*  
 O. S. Tyson, *O. S. Tyson & Company*

## PUBLISHERS' REPRESENTATIVES

CORNELIUS F. KELLY, *Chairman, Kelly-Smith Co.*

Send contributions to **THE UNITED HOSPITAL FUND**

# The Sick can't wait for better times...

UNITED  
HOSPITAL  
FUND  
ADVERTISING  
AND  
PUBLISHING  
COMMITTEE

Asks  
YOUR  
Support

## BUSINESS PUBLISHERS

MALCOLM MUIR, *Chairman, McGraw-Hill Publishing Co.*

Abbink, *Business Publishers International* Truman S. Morgan, *F. W. Dodge Corp.*  
Adams, *Ashen: Publishing Co.* Howard Myers, *Architectural Forum*  
Bill, *Federated Business Pubs., Inc.* Gilbert B. Pearsall, *White Book Corporation*  
Cook, *Topics Publishing Co.* M. C. Robbins, *The Robbins Publications*  
Frank, *United Publishers Co.* J. I. Romer, *The Printer's Ink Publications*  
Guenther, *The Financial World* Harry Tipper, *B. C. Forbes Publishing Co.*  
Mrs. C. G. Wyckoff, *The Magazine of Wall Street*

## MAGAZINE PUBLISHERS

STANLEY LATSHAW, *Chairman, Butterick Publishing Co.*

Berkowitz, *American Weekly* D. L. Hedges, *Good Housekeeping Magazine*  
Cuddihy, *Literary Digest* Robert L. Johnson, *Time*  
Ellmaker, *Pictorial Review Co.* Fred Stone, *The Parents' Magazine*  
Hanrahan, *The New Yorker* Phillips Wyman, *McCall's Magazine*

## NEWSPAPER PUBLISHERS

GEORGE J. AUER, *Chairman, New York Herald Tribune*

Block E. L. Moore, *Brooklyn Times*  
Boyle, *New York Evening Post* Victor F. Ridder, *Staats-Zeitung*  
Forker, *New York American* E. F. Seixas, *The Brooklyn Citizen*  
S. Friendly, *The Sun* Louis Wiley, *The New York Times*  
Howard, *World-Telegram* Ray T. Wilken, *The Daily News*  
Kohler, *Daily Mirror*

## OUTDOOR ADVERTISING

K. H. FULTON, *Chairman, Outdoor Advertising Inc.*

Birch, *Criterion Advertising Company* F. T. Hopkins, *National Outdoor Advertising Bureau*  
Dreyfuss, *United Advertising Corp.*

HOSPITAL FUND • Care of Stanley Resor, 420 Lexington Avenue, New York City

# Butcher Shops and Advertising Agencies

Buying a Pound of Liver and Buying Agency Service Haven't  
Much in Common

[EDITORIAL NOTE: In the December issue of *PRINTERS' INK MONTHLY*, under the title: "We Tried to Place a \$2,000,000 Advertising Account," the advertising manager of a large automobile manufacturing company told how, in company with the vice-president and sales manager of the organization, he made a "shopping tour" of the offices of a number of advertising agencies. The plan was to "see with our own eyes, which agency would be best equipped to take over an account running at the rate of several million dollars a year." The agencies were not notified in advance.

The author of the following article is prominent in advertising circles.]

SO they tried to place a \$2,000,000 advertising account by dropping into a dozen agencies and expecting snappy solicitations, did they? That article in the December *PRINTERS' INK MONTHLY* might properly be subtitled as a dandy exposition of the Detroit Idea of Advertising; or Why Some Automobile Advertising Possibly Is Not All It Might Be! The most amazing thing about the article is that the writer and his associates should be directing and disposing of such a large advertising expenditure!

To bounce into a dozen butcher shops may be a perfectly satisfactory way to buy a lot of liver or an assortment of pork chops—but it certainly is not a sensible way to pick an agency. A good parallel might be to drop into a dozen hospitals and get diagnoses, estimates and bids for a mastoid operation. Another good parallel would be to drop into the automobile manufacturer's purchasing department and try to get a sales talk on his car.

The business of an advertising agency is to create and produce advertising, to buy space, to bill, and keep the necessary books and rec-

ords. In its reception-room personnel, the advertising agency is planned and conducted for the reception of sellers—not buyers. And not the least important job of the switchboard girl is to keep the working members from interruption.

In general, the better the job the agency does in its proper sphere the less provision it has for selling its own services. The work it does is its best sales effort. And its clients are its best salesmen.

The buyers, in this instance, were startled at finding agency principals not in their offices at 9:15 a.m. Such tardiness may be a mortal sin out at the factory, but it doesn't mean much in a good agency. One of the best and most conspicuously successful agencies in this country has a rule that a certain group of principals must be present in the office one certain day each week for lunch. This rule was advisable because the principals in self-defense work at home, at night, in hotel rooms and trains and on back porches and anywhere that affords them a little peace and quiet and opportunity for concentration. And they are all remarkable producers—not producers in the sense of getting salesmen, but producers of high-grade, resultful advertising.

## *Mistaking Office Organization for Ability*

One of the agencies that wins praise from the writer of the article is described as a business establishment, fairly throbbing with activity, with everyone coming and going briskly as if they had things to do and were getting them done. This businesslike atmosphere would be very creditable in a Class A Sears, Roebuck store or an automobile factory—but it doesn't mean a darn thing in connection with agency service. The writer mistakes office organization for ability—a not uncommon mistake, but

# 2 Million Customers . .

• • provide a profitable market for your products in the Indianapolis Radius.

• • completely dominated by Indianapolis, which alone has 800 industries providing a diversified source of income, 449 Wholesalers and 4,920 Retailers providing ample outlets in this market.

• • completely covered by The Indianapolis News, with 97 per cent of its circulation home delivered and a record of 38 consecutive years lead in advertising lineage over any other newspaper in Indiana.

*An advertising campaign in The Indianapolis News will produce Profitable Sales at One Low Cost . . . NOW.*

## *The* INDIANAPOLIS NEWS

SELLS THE INDIANAPOLIS RADIUS

New York, Dan A. Carroll, 110 E. 42d St. Chicago, J. E. Lutz, 180 N. Michigan Ave.

entirely erroneous nevertheless.

The really serious and worthwhile part of the agency business is conducted by a few men staring at walls, or sitting very still in chairs, or walking the carpets in quiet offices.

There is no office paraphernalia used in thinking. Gray matter and imagination do not throb for the edification of the visitor. Copy writing is not a brisk and impressive affair to watch. And in any well-conducted agency people have no business moving about in a businesslike manner. The writer probably saw the junior clerks and office assistants traveling to and from the washroom or water cooler.

But the works of a real agency is likely one or more mild, worried-looking guys with chronic indigestion, who didn't look in the mirror when they put on their ties this morning and may be a few days overdue on haircuts and a few hours shy on sleep. Their appearance is rarely impressive. Taken off guard, they may not be brilliant conversationalists. And if

they are doing their jobs, they are spending their energies selling for their clients rather than for themselves.

That's the agency business. It doesn't naturally go with impressive office routine. Snappy switch-board service and clicking typewriters are so much bologna. To pick an agency, take it easy. Read the advertising they turn out. Study their clients, and the agency record of performance. And get acquainted with the principals and people who actually do the work—not just the front office or the stuffed shirts. When you know them, and like their mental (not office) routine, and respect their output—you are on the road to good selection.

The advertising buyers pictured in the article seem to have no idea of what they were trying to buy. They should appoint some Shaw-Walker branch office.

And just so there will be no misunderstanding—your correspondent is not and never has been connected with any advertising agency.

### Sharpe Heads New England Council

Henry D. Sharpe, president and treasurer of the Brown & Sharpe Manufacturing Company, Providence, R. I., has been made president of the New England Council for 1933. He is also vice-president of the Providence Gas Company, president of the Puritan Life Insurance Company and a director of the New England Telephone & Telegraph Company of Boston.

### Brockway Motor to United

The Brockway Motor Company, Inc., Cortland, N. Y., commercial motor vehicles, has appointed the United Advertising Agency, New York, to direct its advertising account.

This agency also has been appointed by the Lockwedge Shoe Corporation of America, Columbus, Ohio. Newspapers and magazines will be used.

### E. J. Poag with Dodge

E. J. Poag, formerly with the Buick division of the General Motors Corporation as sales promotion manager and, more recently, as advertising manager, has joined the Dodge Brothers Corporation, Detroit. He will be attached to the office of A. vanDerZee, general sales manager.

### W. H. Dryden Joins Cramer-Tobias

William H. Dryden, recently with the New York staff of the J. Walter Thompson Company, has joined the Cramer-Tobias Company, Inc., advertising agency of that city, as vice-president. He was for ten years sales promotion manager of John Wanamaker, Philadelphia, and, later, was national director of advertising and sales promotion of Sears, Roebuck & Company.

### Pillsbury Elects Whiting

Harry H. Whiting, vice-president in charge of sales and advertising of the Pillsbury Flour Mills Company, has been elected president. He succeeds the late Albert Loring.

John S. Pillsbury, former vice-president, is now chairman of the board.

Dwight K. Yerxa is now first vice-president, Max A. Lehman, second vice-president, and Clark Hempstead, vice-president and secretary.

### Acquire Color Litho Company

Fred J. Rahmer, formerly art director of Snyder & Black; Francis J. Boyd, of the Munro & Harford Company, and William J. Murray, of the Potomac Lithographic Company, have taken over the Color Litho Process Company, Inc., New York.



## DIVERSIFIED INDUSTRIES OF LOUISVILLE

# ENRO SHIRTS

*Endorsed by Ben Bernie*  
*"The Old Maestro"*



**M**ADE by one of the largest and most important shirt manufacturers in the country, Enro Shirts enjoy almost nation-wide distribution and are endorsed by many stars of the screen and air.

Located in Louisville, this plant has grown from 36 employes in 1919 to over 600 in 1932, and they are contemplating further expansion to take care of their ever increasing business. Today they are enjoying the largest business in their history and are working night and day to fill their orders.



Greater Louisville and its rich, diversified market, KENTUCKIANA, can be effectively reached at one low cost only through one medium—

This is one of the important Louisville plants which contribute much to the industrial stability of this section.

## THE COURIER-JOURNAL THE LOUISVILLE TIMES

Major Market Newspapers, Inc. — Audit Bureau of Circulations

REPRESENTED NATIONALLY BY THE BECKWITH SPECIAL AGENCY

# QUANTITY

# QUALITY



# CONCENTRATED

# EVENING



## THE CHICAGAI

THE QUALITY QUANTITY CONCENTRATED

National Advertising Representatives

250 Park Avenue

Copyright, 1932, The Chicago Daily News, Inc.

CHICAGO  
Palmolive Building

PHILADELPHIA  
Record Bldg.

DETROIT  
New Center Bldg.

in such substantial quantities that no advertiser who means to do a real selling job in Chicago can afford to overlook it.

the more substantial and able-to-buy element in Chicago reads The Daily News.

96% of its circulation is concentrated inside the Chicago 40-mile trading area.

and its superior sales power is most favorably affected by the fact that it comes into the home at night when the family has time to read.

# CHICAGO DAILY NEWS

DAILY COMBINED EVENING CIRCULATION

Representative GEORGE A. McDEVITT CO.  
250 Park Street, NEW YORK

DETROIT NEW FRANCISCO  
Center Bldg. Madnock Bldg.

Financial Advertising Offices  
NEW YORK  
165 Broadway

CHICAGO  
29 S. LaSalle Street



# Some Primary Facts About a Principal Market



**1** DETROIT is America's fourth city with 1,800,000 population—an enormous market that no national sales campaign can afford to overlook. The six counties in the trading area have 2,300,000 population.

**2** DETROIT is the only city of its size having but three newspapers, with one outstanding newspaper the recognized leader in circulation, advertising and prestige.

**3** DETROIT is one of the most economical markets to sell because The Detroit News adequately covers the buying power. 71% of the homes with incomes of \$3,000 and over take The News.

**4** DETROIT is one of the very few markets of any size where a sales campaign can be made to dominate by concentrating substantial space in the one newspaper that goes home. 76% of Detroit News circulation is delivered to the homes—where the buying decision is made.

*Next Week More Primary Facts  
About a Principal Market*

## The Detroit News

New York

I. A. KLEIN, INC.

THE HOME NEWSPAPER

Chicago

J. E. LUTZ

# These Salesmen Annoy Me

A Purchasing Agent Tells About Some Men Who Handicap Themselves and Their Company with Their Careless Methods

By H. N. Barbour

Purchasing Agent, Premax Products Corp.

WHAT human factors influence the purchasing agent in placing orders? As a salesman, which I was for a number of years, I would have given a great deal to know. As a buyer, I have had an opportunity to observe my reaction to various types of salesmen and sales methods during the last two years.

The frequency with which salesmen violate some of the simplest and most fundamental laws of their craft is surprising. There are a few who do not even appreciate the importance of such an elementary matter as personal appearance.

For example, there's a certain representative of a large paper bag concern who lets his finger-nails grow nearly a quarter-inch longer than the prevailing mode. Now, you can imagine how distracting it is to have him wave these terrifying talons in front of you as he thumbs price-lists. A self-imposed sales-handicap of this nature is as thoughtless as it is unnecessary.

Another careless individual is actually an advertising man—the type you'd least expect to be amiss in this respect. His frayed collar and badly wrinkled suit certainly make a poor advertisement for his services. Anybody can be excused for wearing old clothes in these times, but self-respect and sales strategy demand that they be kept clean and pressed.

Still another—and outstanding example—is a man dealing in office equipment and supplies who, fortunately, is in business for himself. On whatever point you check—teeth, nails, personal cleanliness, shoes, clothes—he is the very essence of untidiness. A more detailed description would be out of place here; suffice it to say that he is an office character.

Though men of this kind happily aren't numerous, when you con-

sider that a neat appearance is an axiom in selling, you wonder why there are any careless individuals at all.

Before going on to less tangible things, let me say a word about the fellow who insists on shaking hands when he is suffering from a bad cold.

After many years on the selling end, I'd be the last one to decry a firm, hearty handshake—but it always sends a shiver up my spine when one hand is offered to me while the other is busy with a handkerchief. In self-defense I've adopted the practice of burying my hands in my pockets when anybody with red eyes and running nose wanders in.

Any salesman who steps into our office is given an opportunity to tell his story. In days gone by I had too many experiences with cantankerous buyers not to realize that I owe this courtesy at least to former brothers-in-arms.

## *When the Rubber-Band Salesman Stretches His Talk*

Nevertheless, this doesn't give the long-winded chap license to waste a half-hour of my time. Every time one of these tenacious fellows gets his clutches on me I curse the inventor of canned sales talks. Give us salesmen with judgment and the ability to think for themselves—salesmen who can cut the garment to fit the cloth!

If it's a product of much importance in our manufacturing processes we want to know all about it. But why should a rubber-band salesman stretch his talk like his product and take fifteen to twenty minutes—as one did just the other day—to describe production methods in considerable detail?

Another irritating type is the insistent pedler of something you cannot use and consequently do not want. I will never forget the man

who came in one day with samples of "close-out" oilcloth.

We work entirely in wood and metal and never buy oilcloth of any kind. Yet, even after a patient explanation of the situation, this salesman (?) insisted that we should be able to use some of his cloth "because the price was so low."

Finally, I had to get rid of him by exclaiming that even if white elephants were selling as cheap as 1 cent per pound on the hoof we had no use for them and didn't intend to buy any.

In this connection, it's my opinion that some sales managers do not make a proper analysis of potential customers in the various territories covered by their travelers. I have particularly in mind paint and varnish manufacturers.

Our consumption of lacquer and varnish isn't very large. It is our practice to divide the business between two houses that have served us well for a long time. This gives to each a fair amount of business. If it were split up into smaller divisions, however, the volume would not be attractive to any of the sources of supply.

In spite of the fact that we have explained this situation time and time again, there are more paint salesmen calling on us than any other class. Sometimes as many as three or four come in during a single day.

This duplication of effort—or call it what you will—represents a tremendous waste of time and money. I cannot help but feel that a careful study of prospective customers would leave some of us smaller manufacturers to a less costly means of cultivation.

### **Salesmen Who Peek**

The visitor who looks over your shoulder as you read correspondence has been the subject of countless cartoons and funny stories. Nevertheless, there are still some men on the road who don't know that it's considered poor etiquette to peek.

One steel salesman in particular is so unconcerned about it that I feel almost apologetic as I turn

over papers on my desk or steal a poker-hand glance at competitive quotations in my hand.

But he will not be denied! If there's no other way he will bombard me with questions in an effort to pump me dry of all information. He's so suave and disarming that a humble buyer is a poor match for him.

### **Meeting the Other Fellow's Price**

As a purchasing agent, I more or less resent salesmen's requests for a chance to meet prices. Of course, many buyers don't hesitate to take advantage of the present-day thirst for orders by trading in this fashion, but it certainly isn't fair to employ other manufacturers' prices simply as a club or a convenient method of favoring some chosen source of supply.

More than that, it will prove to be poor purchasing in the long run. You can't fool all of the salesmen all of the time and, some day, prices are going to stiffen. Then comes the dawn to the unscrupulous purchasing agent.

Naturally, I get the best prices I can—that's my job—but I don't do it by cutting throats. The salesman who tries to get business by the time-worn process of shaving a few cents off the lowest bidder's price encourages the purchasing agent to believe that there is no honor among thieves—or sales agents.

One day a representative of a corrugated box concern sat at my desk discussing a tentative order which I thought we might place with his company. The telephone rang; it was a call from another box manufacturer to give us prices on the same inquiry.

While I put down the figures on a handy pad, the gentleman by my side "peeked" at his competitor's quotations. Disregarding entirely the fact that this information was none of his business anyway, the salesman then made a futile effort to capture the order by underbidding his competitor. He wasn't a real gentleman after all—he belched a string of oaths at the phone-caller when I told him he was too late and that his first price

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denied! If he will baffle in an effort to inform a disarming is a poor

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should have been his very best.

No one likes a hard loser. One of my best salesmen friends is a man who lost the first order he ever tried to get from us. He walked out like a lion, but it was a lamb that came in on the occasion of his next call, when he frankly admitted that he had been a poor sport. Since then this man has taken away a good many orders because he learned how to take it on the chin and grin.

Speaking of grins, Dickens tells how to approach the purchasing agent one hopes to land on the dotted line. He says "Eyes . . . always twinkling and sparkling with good humour, and a smile—not one of your unmeaning, wooden grins, but a real merry, hearty, good-tempered smile."

You can't mistake artificial cordiality for the genuine article. There's a salesman of gummed tape and sealing machines who grins all over us every time he drops in. I've been so busy trying to figure out the joke that I've clean forgotten to buy anything from the fellow.

Nothing infuriates me more than "price fixing." A certain group of manufacturers got together last spring with the avowed purpose of controlling "cost estimates" in order to curb what was claimed to be cut-throat competition in the territory.

An honest effort to stiffen prices is something few people would criticize at this particular time. However, one manufacturer used the arrangement as an excuse for jacking up his prices to us as much as 50 per cent.

Although he had been making practically all of our supply of this particular product up to this time, he was over-confident when he attempted such a radical increase. As a consequence, he lost our business for several months.

#### **Several Orders Lost As a Result**

Today, I understand that this co-operative plan has been abandoned, and I have a suspicion that it did more harm than good. At least, there's one manufacturer who lost several nice orders through his ill-advised effort to make the arrange-

ment serve his own advantage.

Here's a good place to illustrate the difference between the salesman who has his customer's best interests at heart and the kind to whom we're just another account.

Before the manufacturers mentioned before took their epoch-making step, some of them gave regular customers a chance to cover their requirements for the near future. Our source of supply did not. It simply added insult to injury, therefore, when it tried to kite prices 50 per cent.

#### **A Different Experience**

Directly opposite is my experience with a salesman for one of the leading manufacturers of bolts and nuts and similar products. He wrote me a pen-and-ink note last spring before a general price advance went into effect. As a result, his firm got our order for all of the stove bolts we've used this year.

Other salesmen have since tried to get in on this business by quoting prices just as low as those in effect before the price advance. Believing that even purchasing agents may display loyalty without lowering their dignity, I've continued to buy from the one man who remembered us when he saw a possible opportunity to save us a little money.

The salesman who can translate his product into terms of dollars and cents saved for us is more likely to sell us than any other type. I don't mean just price-cutting, either.

Anybody who buys copper and brass knows that quotations in this market are pretty well equalized. Price competition having been eliminated as a factor, most of the companies fall back upon claims of superior service, better product, etc., none really convincing.

One salesman in this field looked around for a more convincing sales weapon. Realizing that his price on a certain grade of copper we use would be the same as we were paying elsewhere, he wondered if we couldn't substitute bronze at a lower price.

Yes, we could—and did! A lit-

tle initiative and ingenuity got him an order where hackneyed sales arguments would have been considered mere gestures.

Another salesman of paper found a way to sell us on an even price basis. Knowing that we use certain equipment for duplicating copies of our order forms, invoices, etc., he located a low-priced stock that produced brighter and more legible copies than the paper we had been using for years.

By saving us grief in shipping-room mistakes and complaints from customers I feel that we're saving real money in this case, despite an initial cost which is no less.

This gentleman, by the way, is the personification of Dickens' sparkling, twinkling, good-natured fellow. He's so pleasant and eager to render true service that other people in the office (who have no particular interest in his visits) have remarked about it.

A personality of this kind, coupled with a sincere interest in the customer's needs and problems, is a wonderful asset to any salesman. It pays to bother even with things that seem trivial, for they sometimes lead to worth-while business.

#### ***How One Salesman "Nailed" an Order***

One of the largest corporations in the United States doesn't intend to "lose any kingdoms (or business, either) for want of a nail." Its salesman spent a lot of time in locating a special nail for use as an axle on some of our toys.

We used to make these axles by cutting up cold rolled rounds and forming each end—a rather costly procedure. The substitute does the job just as well and is as cheap as only a nail can be.

The amount of immediate business it meant for this salesman's employers was insignificant, but the saving to us, over a period of time, will be considerable. As the man who signs our orders, I know that the salesman's efforts in this case are largely responsible for other—and more profitable—purchases that have since been made from his company.

It must have been the same spirit

of helpful service that actuated one tube salesman when he suggested an altogether different kind of tubing for our production because it would cut our material costs—or that prompted a wire company's representative to point out how we could get wire just a couple thousandths smaller for less money. Whatever the moving force may be, salesmen like this get the bacon while others seem to care about little else except our hide.

Sometimes the real test of selling ability comes when there is a complaint to be met.

Our toys include a line of mechanical boats propelled by a clock-type motor and the springs in these motors have to stand up or back come the boats for repairs.

A year ago we were having considerable trouble with spring breakage. When this was brought to the attention of our source of supply at that time they laid the blame entirely on the assembly of our motor and the people using our toys. Their representative assured me that it just couldn't be their spring—moreover, when I hinted that a rival manufacturer was interested in our spring business, he painted a picture of the trouble we would get into *then*.

Meanwhile, the other manufacturer was busy developing a spring that *would* meet our requirements and soon their salesman came in, accompanied by an engineer, with samples that were tested right in our plant under actual operating conditions. Results were satisfactory—we changed our source of supply—and have been happy ever since.

I suppose the moral is that an ounce of experiment is worth a pound of excuses. At any rate, scarecrow tactics failed to convince me that "when better springs are built 'X' is the only manufacturer who will build them."

After my experience, I'm almost prepared to state that training similar to mine these past two years ought to be part of every salesman's education. He sees a constantly shifting composite of himself from the other side of the desk and sometimes the picture is startling, to say the least.



# ADVERTISING DOLLARS

Go Far and Return Quick in  
the Oklahoma City Market

**O**KLAHOMA CITY and its retail trading zone is the largest and most important market in Oklahoma. Within the 26 counties of this market live 42.5% of the State's population from which comes 48% of the food sales and 47.5% of the drug sales. • When advertising appropriations are limited, concentration here will produce sales at minimum advertising cost. • This is possible because the Oklahoman and Times, alone, do a more thorough selling job than all 20

other daily newspapers in this area combined, and at half the milline cost.

	State Total	Okla. City Market	% of State
Population .....	2,396,040	1,021,249	42.5%
Passenger Cars .....	452,093	214,235	47.5%
Residence Phones ...	205,559	97,039	47 %
Savings Deposits....	\$98,231,000	\$45,814,000	46.5%
Income Tax Returns	38,059	16,275	44 %
Postal Receipts.....	\$6,869,000	\$3,544,000	51.5%
Retail Sales.....	\$793,860,000	\$380,330,000	48 %
Retail Stores.....	27,490	12,187	44 %
Food Sales.....	\$145,950,000	\$67,240,000	46 %
Food Stores.....	6,280	2,742	43.7%
Drug Sales.....	\$37,020,000	\$17,540,000	47.5%
Drug Stores .....	1,281	570	44.5%
Wholesale Sales....	\$776,987,000	\$492,870,000	63.5%
Wholesale Outlets ..	4,183	2,036	48.5%
Value Mfrd. Prod..	\$425,161,000	\$210,384,000	49.5%
Value Mined Prod..	\$437,068,000	\$252,870,000	58 %

**THE DAILY OKLAHOMAN  
OKLAHOMA CITY TIMES**

THE OKLAHOMA PUBLISHING COMPANY  
The Oklahoman Farmer-Stockman Radio Station WKY  
Representatives—E. KATZ SPECIAL ADVERTISING AGT

# 23 Leading Agency Heads S



THE BOONE MAN REPRESENTS  
27 HEARST NEWSPAPERS

## DAILY

New York Journal  
Albany Times-Union  
Syracuse Journal  
Rochester Journal  
Los Angeles Examiner

Boston American  
Baltimore News  
Washington Herald  
Washington Times  
San Francisco Examiner

Atlanta Georgian  
Chicago American  
Detroit Times  
Omaha Bee-News  
Seattle Post-Intelligencer

## SUNDAY

Boston Advertiser  
Albany Times-Union  
Syracuse American  
Los Angeles Examiner

Rochester American  
Detroit Times  
Omaha Bee-News  
San Francisco Examiner

Baltimore American  
Washington Herald  
Atlanta American  
Seattle Post-Intelligencer

# gds STATED

"Do not scatter your shot. Pick markets of Known Potentiality and POUND them" . . . 23 statements, of which this has been the gist, have appeared in this space during 1932. To all these, we have consistently replied . . .

**"WE AGREE."** We know of no other merchandising practice which is so sound; so in line with the difficult marketing problems which confront every manufacturer today, whether he sells one market or a hundred.

But our adherence to this principle is, after all, only a reflection of the uniform policy of all 7 of the great Hearst newspapers which the Rodney E. Boone Organization represents.

During the past two years, these newspapers have devoted more

time and effort than ever before to a closer understanding of the basic needs and buying habits of the 14 important markets which they serve. Their fund of information has become increasingly valuable to advertisers and to agencies.

Results have fully justified the effort. Market after market has recorded its sales successes during the past months, proof positive of the soundness of picking selling-areas of known Potentiality, and Pounding them . . . in this or any other year . . .

CALL THE  BOONE MAN

RODNEY E. BOONE ORGANIZATION  
A UNIT OF  
HEARST ADVERTISING SERVICE  
New York

Boston	•	Chicago	•	Detroit	•	Philadelphia
Rochester	•	Cleveland	•	Atlanta	•	San Francisco
		Los Angeles	•	Seattle		

NTS  
ERS

Georgian  
American  
Herald Times  
Bee-News  
Intelligencer

American  
Herald  
American  
Intelligencer



## THE OAK THAT JUST KEEPS ON GROWING

If the history of the St. Louis Star and Times over a period of years were charted and laid before you, you would be impressed by the *constancy and consistency* of its growth. Like the oak, its development has been steady, balanced and rugged—its deep rooted, sound principles giving it the strength to thrive even in storms of adversity.

For example:

In 1929 it had only 39.4% of the readers who purchased one or other of two principal St. Louis evening newspapers in the city and its trading radius. In 1932 its circulation embraced 44.5% of these readers. \*In advertising lineage the same steady advance is noted; in 1929 it carried 33.5% of the advertising published by the two principal evening newspapers; in the first ten months of 1932 its share had crept up to 40.8% of the total afternoon lineage, and it was the *only* standard-size metropolitan American daily to show a gain in advertising for the first ten months of 1932 on top of a gain for the first ten months of 1931.

Circulation percentages used herein are based on daily averages for six months ending September 30, 1929, and three months ending September 30, 1932.

\*Authority: Media Records, Inc.

# ST. LOUIS STAR AND Times

National Advertising Representative—GEORGE A. McDEVITT CO.

# Discovering and Recognizing the Real Market

How the Tubize Chatillon Corporation Brought Its Advertising Down to Earth

By Roy Dickinson

**O**N the inside front cover of the most recent issue of the house magazine published by the Tubize Chatillon Corporation, there is a mighty interesting and well-written observation on life and business. Here it is:

"A young man once found a five-dollar bill in the road. From that time on he never raised his eyes from the ground when he walked. In the next thirty years he accumulated \$1.60 in silver, 22 pennies, 11,318 buttons, 27,801 pins, a hunched back, a miserly character and a rotten disposition.

"He lost the glory of the sunlight, the smile of friends, the beauty of flowers, trees, blue skies and all there is which makes life truly worth while living.

"Many business men watch their competitors' prices and sales so carefully that they lose all perspective about their own business. From year to year they assiduously collect buttons and pins from the ground while their broad-visioned brethren pick the business plums from the trees.

"What a pity it is that more business men do not keep their heads up and view their business and their business life with more perspective. A happier and a sounder business world could not help but result if this were done."

The first two paragraphs interest me particularly as an observation on life, and the last two on business. They apply to the recent changes in advertising policies made by the Tubize company. The reasons back of the change seem to me to be a study in perspective.

Like so many other companies that changed their selling plans and went after a forgotten market, this company secured its first impulse in the direction of change

by listening to and observing what happened at the point where people bought merchandise. In this case, of course, it was something made out of their merchandise, for the company all along has made nothing but the yarn, a rayon yarn from which hosiery, underwear and other things sold to consumers are manufactured.

The rayon industry always has worked upon a style appeal. It advertised to women who were known to be style conscious, women in the upper and middle income class bracket, and sold them on the style angle.

In the meantime the Tubize company was advertising only to the retailer and to the manufacturer. It emphasized the fashion appeal, called its product "Fashion Leader of Dull Lustre Textile." With its brand name on the yarn, it saw its product in various retail stores, selling more and more underwear, stockings and dresses to thrifty women who knew about the Chardonize name because it was advertised to them by retailers on their own responsibility.

Thus the market was continually being helped along by manufacturers and retailers who broadened their own sales by featuring the dull luster yarn.

## Scouts Discover a Broader Market

As the company sent its scouts out to retail stores and listened at counters, it discovered that women not only appreciated resistance to wear and to tubbing, but that the market for goods made from its yarn was a broader one than it had even supposed.

For it found that the so-called shawl trade was also style conscious. Watching the women in the lower income classes come in

the store and show a surprising discrimination and style consciousness, the company decided that there was a broader, almost forgotten market waiting for consumer advertising.

Alert manufacturers were continually helping the makers of the yarn to broaden this lower-priced market. The name, "Chardonize," being stamped on stockings and sewed on underwear, was used by manufacturers to add the dull luster appeal to the selling power of the manufacturer's name.

The company didn't let this opportunity go by because it was continually advertising to manufacturers, "Be sure your stockings or underwear knitted from Chardonize yarn are identified. Let this famous identification provide for your merchandise a sales producing guarantee of yarn quality."

A careful survey of the possible consumer market made the company decide to feature the same fashion element told in a different way to reach the broader market, lower in the income scale. It, therefore, geared its copy and its appeal to the broad mass market, then merchandised it aggressively both to manufacturers and retailers to whom it had been advertising over the years.

The company said, when it presented its portfolio with the final consumer advertising all ready to be inserted, that it desired to express its appreciation to the manufacturers, wholesalers and retailers who played so important a part in establishing the name Chardonize and giving it acceptance.

It was this very co-operation, the company said, which now made it

possible to inaugurate a market expansion program which would include advertising to the consumer on a national scale. The company said, "The function of this advertising will be to broaden and expand the already existing market for Chardonize hosiery and underwear and to assure a con-

## Let's Conspire



-and pick up  
some extra profits  
this fall..

**F**OR several years, now, we have been spinning more and more **CHARDONIZE** dull hosiery. You merchants have been selling loads of popular-priced stockings and underthings knitted from **CHARDONIZE**. Now let's do a little hosiery conspiring. Let's see if a little hosiery yarn won't produce even more volume and profit this Fall.

A lot of your shrewd women customers read the *American Weekly*—the magazine whose publication circulates almost, but even reaches, than any other in the world. One end of the conspiracy will be to let all these millions of readers in on the fact that your stockings and underthings of **CHARDONIZE** are made from the original dull textile... whose soft, deep dullness is fashion-perfect. We'll remind them that **CHARDONIZE** is nationally approved because of the low prices, durability and washability it gives to finished apparel.

As the other conspirator, you will probably want to help. It seems to us that the simplest, most logical step would be to tell the women in your town that you sell the hosiery and underwear they're reading about in the *American Weekly*. So why not just say to them, with these cards and maybe in your newspaper ads, "We sell stockings and underthings of **CHARDONIZE** as advertised in the *American Weekly*!" That would make the **CHARDONIZE** *American Weekly* ad your Fall campaign—and stamp you as a merchant who wants to provide his customers with what they're looking for! Begin to conspire actively on Monday, October 11. That's when our first ad came and your open season for profits begins. *Textile Chemical Corporation, 2 Park Avenue, New York. Makers of viscose, nitrocellulose and cotton yarns.*



*It's in the yarn*

**Team Work and Tying Up with the National Advertising Are Part of the Conspiracy with Merchants**

tinued and increasing popularity among women consumers and provide for both our customers and retail merchants a quicker turnover with larger volume and profits."

The consumer copy itself, now appearing in a national publication of large circulation, emphasizes "alluring stockings and underthings at unbelievably low prices." There is a little historical copy about the Count who was the first to prove that man as well as silk worms can make fine looking fabrics.

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little as 20 cents (with fancy construction slightly more), and underthings of Chardonize for as low as 49 cents, slightly more when trimmed or appliqued. The price is featured prominently together with the products themselves placed upon alluring looking models. The consumer is told to insist upon identification marks to be sure she secures the real product.

In this mass circulation the style appeal is also stressed very heavily. The woman is told that if she paid several times the price she couldn't get any more subdued, dull beauty out of her stockings or underwear, nor any better styling.

The merchandising of this consumer campaign is carried out thoroughly. Having had the benefit of the manufacturer's and retailer's help over the years, the company didn't do any high-pressure stuff but suggested, "Let's conspire and pick up some extra profits." It told the merchants that they had been selling lots of popular-priced stockings knitted from this yarn, then it said, "Now let's do a little fancy conspiring. Let's see if a little intensive team work won't produce even more volume and profits this fall."

The team work, of course, was the consumer advertising of the company to the customers of both the manufacturers to whom it sold and the retailers who distributed the finished merchandise.

The factory making Chardonize is oversold at this time, rushing to

keep up with orders. The whole \$150,000,000 rayon industry deserves congratulations because it has been advertising and promotion minded. One answer is that the whole rayon yarn industry produced during October and November at 100 per cent of operating capacity, as against 90 per cent of capacity in September. There was during the same period a diminished demand for wool.

Rayon yarn makers are getting increased consumer acceptance by being promotion minded, by investigating markets as Tubize did, then following the facts discovered by increased use of advertising.

Tubize Chatillon increased its advertising greatly last year and plans another increase in 1933.

There ought to be a lesson here for other branches of the textile industry which have cut down or stopped entirely their promotional efforts.

There is another angle also in this Tubize discovery and exploitation of the fact that the "shawl market" is decidedly style conscious. Of course, the lower income groups want good things.

Our factories couldn't produce enough to satisfy their wants in 100 years, running full time.

It is a question either of getting prices low enough to be within the lower income groups or seeing to it that more money gets to those lower groups so that they can buy what they want and need.

Many competent observers feel that a little of both will happen in the years just ahead.

### Andrews, Vice-President, Evans Agency

Dalton M. Andrews, formerly Western manager of *Hardware Age*, has joined the Evans Associates, Inc., Chicago advertising agency, as vice-president and account executive.

### L. T. Piper with O-Cedar

Linn T. Piper, formerly a member of the executive staff of Roche, Williams & Cunningham, Inc., Chicago advertising agency, has joined the O-Cedar Corporation, of that city, as assistant to the president.

### New Advertising Manager for Zenith Radio

Parker H. Erickson, formerly advertising manager of the Brunswick Radio Corporation, New York, has been appointed advertising manager of the Zenith Radio Corporation, Chicago.

### Dibert to Join Fletcher & Ellis

George Dibert will join Fletcher & Ellis, Inc., January 1, in charge of the media department. For the last four years, he has been in charge of media for Lambert & Feasley. Before that, he was with Young & Rubicam, Inc.

# An Isolationist Policy

OSWALD ADVERTISING AGENCY, INC.,  
PHILADELPHIA, PA.

Editor of PRINTERS' INK:

Will you please give us a bibliography of articles pertaining to "Buy-at-Home" campaigns?

We understand there is an epidemic of this sort of thing going on over the country. The latest one which has come to the writer's attention is the campaign put over by the merchants in Frankfort, Ky.

We would also like to have your opinion on the advisability of any community doing this sort of thing.

CHAS. A. OSWALD,  
President.

**C**ERTAINLY there is a world-wide movement to induce people to buy at home regardless of prices, quality or fundamental soundness. Coupled with flag waving and appeals to town loyalty, it sounds exciting but is likely to cause harm.

Take the "Buy American" movement as an example. It is a weak selling appeal. Whether it is in Okmulgee or Britain, such a movement always asks a man with money to spend to think of the shopkeeper's welfare first. Under our present international system of economy, America needs more imports to provide for exports. In the twenty years before the World War we exported \$31,000,000,000 in merchandise and received, therefore, \$143,000,000 in money. All the rest was paid for by imports of goods and services.

In October of this year 67 per cent of our cotton was sold for export and only 33 per cent to the domestic mills. That means that a great many of the radios, automobiles, shoes, clothing, chewing gums and Campbell's Soups sold in

the cotton country were rather directly due to our export business. When we talk about "buy-at-home" we carry the "buy-in-America" idea to its logical conclusion. It is said that over the river which divides the city of Budapest, there is a large sign which flashes nightly at the bridge: "Buda Citizens Buy Buda Goods." Thus by setting up a wall against the half of their city which is across the river, the citizens of Buda carry to its ultimate conclusion the "buy-at-home" movement.

The movement also is destructive to the whole idea of national advertising. All Philadelphians would be urged to buy nothing but articles made there, all denizens of Paterson would be told that local pride should prevent them from owning a Philco radio or a Willard battery. Only local products would be in order in such a movement.

An isolationist policy, whether it applies to country, section, city or town, seems somewhat out of place in an international economy which has a direct connection with debts, reparations, retaliatory tariffs and fluctuating currency. It is almost impossible under the present set-up in the world, to have domestic prosperity without export expansion at the same time. The epidemic of "Buy Buda," "Buy American Only," "Buy British," "Buy New Zealand," "Buy Canadian," "Buy Chinese" seems out of place at a time when complicated subjects are up for re-examination in the light of fast-moving international affairs.—[Ed. PRINTERS' INK.]



## Curry Enters Agency Work

E. F. Curry, formerly with the American Chiclé Company and McCormick & Company, Baltimore, has joined the New York office of Cecil, Warwick & Cecil, Inc., advertising agency.

## Has Navigation Account

The Detroit & Cleveland Navigation Company, Detroit, has appointed the J. F. Walsh Advertising Agency, of that city, to direct its advertising account.

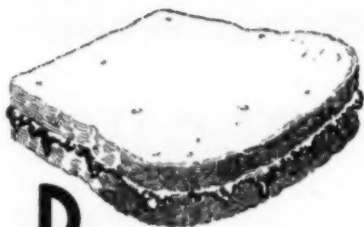
## Join Prudden, King & Prudden

J. H. Sayles, Rollin Gibbs and Julian S. Levy have joined the merchandising department of Prudden, King & Prudden, Inc., publishers' representative, New York.

## "Economic Forum" Appears

The *Economic Forum* is a new quarterly magazine, published at 66 West Twelfth Street, New York. It is edited by Joseph Head and William McC. Martin, Jr.





# BREAD and JAM

## and Shaving Soap

PERHAPS little Jimmie's most pronounced preference today is for bread and jam, for Jimmie is an average healthy, happy Southern California youngster. But someday, not far in the future, Jimmie will show preference for a certain shaving soap, and a certain automobile. When that day comes he will be a Times' reader, for today The Times builds toward that end.

As a regular Sunday supplement, the Los Angeles Times publishes the Junior Times—a feature carefully designed not merely to interest and instruct its juvenile audience, but to inculcate wholesome and constructive ideals. The Times also sponsors the Junior Pentathlon, a rousing outdoor athletic event which this year was participated in by 65,000 boys.

By striving to anticipate and meet the needs of every member of the family, The Times has made itself a welcome guest in nearly 200,000 Southern California homes. 96 out of every 100 copies are delivered by carrier—the largest home-delivered circulation, the largest audience of readers, on the Pacific Coast.

# LOS ANGELES TIMES

Williams, Lawrence & Cresmer Company, Representatives: 285 Madison Ave., New York, N. Y.; 360 N. Michigan Ave., Chicago, Ill.; 10-169 General Motors Bldg., Detroit, Mich.; 210 Chronicle Bldg., San Francisco, Calif.



## REQUEST

AT THE urgent request of Mr. James Patrick Smith, the marble-hearted make-up man of *Printers' Ink*, it is incumbent upon us to put something in this space during Christmas Week, when nobody much is much interested in business. Following an old custom (well, two years old, anyway), we tried to find some bit of sprightly sentiment, some touching item of human interest on which to hang a Christmas Week ad.

SO WE went out to the News Room and told our troubles to the City Desk.

"The French won't pay up," said the Asst. City Ed. "That's a sweet sentiment."

"We might have beer soon," said the Rewrite hopefully.

"Nuts," said the Day City Ed. "This is no valentine factory—City Desk. Hello!" And he was off on the phone again. "She wants the city to bury the kid . . . ten years old . . . heart failure at Bellevue . . . father makes ten bucks a week! . . . whatsa name? . . . where? . . . Got it . . . So long . . . There's a heart throb for you. Ten year old girl dead of heart failure. The family has exactly a buck and a half in the world, and the father gets the princely stipend of ten a week pushing dishes around in a Greek restaurant. And they can't bury the kid . . . Hey Marty, do a little piece on this . . . Hello, City Desk . . ."

It was all very discouraging.

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THE NEXT day we were passing through the News Room. The Day City Ed. let out a hail.

"Hey! You were around looking for sweetness and light. Remember that story about the family who hadn't money enough to pay for the little girl's funeral? Well, get a load of this!" "This" was three sheets of copy paper, each bearing an address.

"Here's a woman who will give the family a cemetery lot for nothing. And this undertaker called us up and said that he will throw in a free funeral. And this woman has rounded up a bunch of her friends and raised over a hundred bucks. So the kid will be buried, and the folks will eat a while longer . . . There's a yarn for you about the Great Heart of our Public . . . City Desk. Yeah? Shoot—"

WELL, there it is, customers. All about the Great Heart of our Public, in this Big City, during these Hard Times. Not exactly a bright and cheery little Christmas story—but we thought you might like it. Of course you know that if you have anything that interests the Public or any part of it, you can always ring the bell through this newspaper. Anyway, we thought you might like it . . . The same to you, and a prosperous New Year!



**THE NEWS**  
New York's Picture Newspaper

# Prosperity via the Endless Chain Plan

An Old Scheme for Getting People to Become Sellers as Well as Buyers of Various Merchandise Items

By Andrew M. Howe

**I**N response to an inquiry from PRINTERS' INK regarding the so-called endless chain selling organizations which are annoying established manufacturers, Horace J. Donnelly, Solicitor of the U. S. Post Office Department, telegraphed:

FOLLOWING DECISIONS OF COURTS SO-CALLED ENDLESS CHAIN SCHEMES FOR SALE OF MERCHANDISE HAVE BEEN BARRED FROM MAILS FOR PAST THIRTY YEARS UNDER POSTAL LOTTERY AND FRAUD STATUTES SECTIONS SIX HUNDRED ONE, SIX HUNDRED FOUR, FOURTEEN HUNDRED THIRTY-FIVE, POSTAL LAWS AND REGULATIONS NINETEEN HUNDRED THIRTY-TWO. CHAIN SCHEMES NOW OPERATING THROUGH MAILS WHICH HAVE BEEN CALLED TO ATTENTION OF DEPARTMENT BEING INVESTIGATED.

This information should relieve the minds of those sales executives who have been worried lest the endless chain idea should grow to alarming proportions.

There has been so much interest lately in these organizations that PRINTERS' INK has made a thorough investigation and study of the whole idea.

The life of companies adopting these endless chain selling plans is always short. But while they flourish they can do considerable damage to the business of established manufacturers in some territories.

Right now, this plan is experiencing another wave of popularity. It is receiving more than usual attention this winter because it seems to offer rich rewards to the "salesmen" with only a small investment. Unemployed men and women, as well as people with depleted budgets, see in these plans an easy way to make some money. In England a similar scheme, the "swastika plan," has met with considerable success recently.

There are different versions of the endless chain selling plan, but

here, briefly, is how a typical one works:

The person interested buys a pen, flashlight, bill-fold or some other article for a stipulated sum. That person then solicits orders for the same article, receiving commissions on all sales *except the first three*.

Those to whom sales are made have the same privilege of soliciting orders and collecting commissions, but once again, commissions are not collected on the first three sales. These three commissions are reserved for the person directly ahead of the solicitor in the chain of selling, just as the solicitor will have reserved for him commissions on the first three sales made by everyone in the chain which he, himself, sets up.

Every purchaser automatically becomes eligible as the sponsor of a new chain. But the first three items which he sells bring him no commission; the commissions on these go to the one before him. It is on the fourth item sold in each new chain that the new chain sponsor gets his commission. Each sale brings a commission to only one person.

It all sounds very complicated and it is doubtful whether most of the "salesmen" participating in the plan really understand just how the thing works. All they know is that they stand a chance of making a lot of money.

When the Prosperity Sales Plan Corporation, which is one of the leading chain selling companies in New York at the present time, started out it set a limit on the commissions that any one purchaser of one of its Prosperity Pens could earn. This limit was \$50,000. This limit has since been removed, so that now, theoretically, each participant has a chance of making many times that sum.

The Prosperity Pens sell for \$3. The commission on each pen is \$1.50 to the person entitled to it. In its literature, this company explains that this \$1.50 commission is the 50 per cent sales discount which might otherwise go to the retailer. Prosperity Pens are not advertised and are not distributed through retail outlets. The pens, the company insists, are worth \$3. This is something for the experts to decide.

But the majority of the participants in these chain selling plans do not purchase the article because they want it; they buy because they themselves want an opportunity to become sellers of the articles.

### The Wahl Company's Views on Endless Chain Plan

"In our opinion," writes J. C. Parsons, president of The Wahl Company, maker of Eversharp pens and pencils, "the chain selling of fountain pens is, from the manufacturer's and retailer's viewpoint, a very vicious practice."

"Taking into account the amount of commission paid it must be quite obvious that the purchaser is receiving an inferior product for his money.

"Our salesman in the \_\_\_\_\_ territory had been approached by the \_\_\_\_\_ Sales Company, asking if we would make a pen for them to cost 50 cents or less, which they would be willing to buy in lots of 1,000, they to sell the pen for \$2. We are informed that they have disposed of over 1,000 pens in about three weeks' time in \_\_\_\_\_.

"We have also been approached by a sales company in New York asking for pens or pencils with the Eversharp trade-mark which have been discontinued or have become obsolete, and which they could buy for 50 cents and resell for from \$2 to \$2.50.

"We have refused to furnish pens or pencils to any of these companies."

C. W. Priesing, general sales manager of The Wahl Company, states that he believes the prices charged by chain selling schemes are exorbitant. He wired PRINTERS' INK, after Mr. Parson's letter had been written, that "another

representative of a chain selling organization just left my office offering to pay 60 cents for a pen which he wants to sell to consumers for \$3."

The various chain selling companies are emphasizing their low costs as an explanation of why they are able to pay such high commissions. Some of them point out that the consumer must pay, when he buys a nationally advertised trade-marked product, a high price in order to pay the distribution and advertising costs. Some of the figures given are ridiculous, one pen distributing company claiming that such pens as Wahl and Sheaffer carry an advertising cost of from \$1 to \$1.50 a pen.

Actually, of course, the costs are much lower. Mr. Parsons reports that the amount charged to the Eversharp pen sales for advertising during 1932 to date is equivalent to approximately 20 cents per pen. And this 20 cents is one of the "high costs of retail distribution" that the chain selling plans claim they eliminate!

As a matter of fact, the items which are offered for sale by many chain selling organizations are inferior. The same products could be purchased in retail stores at much lower prices. Some of the companies frankly admit this.

Regardless of this, or the legality of these schemes, it would seem obvious that no established manufacturer who has built up an acceptance for his product or who expects to continue in business for some years to come will seriously consider this plan of merchandising. It is, at best, a temporary sales expedient.

It is interesting, in this respect, to read in the literature of one of these organizations that while it hopes to continue in business indefinitely "to protect ourselves we reserve the right" to discontinue the plan on or after January 1, 1935. The organization promises, if it does fold up, that it will publish at least ninety days' notice in advance.

D. J. Randall, Jr., president of the Prosperity Sales Plan Corporation, has issued a bulletin to all purchasers and sellers of his com-

pany's pens outlining not only how the plan works, but the legal aspects of it. He discusses the pertinent postal laws and regulations and attempts to prove that his plan is not an endless chain enterprise, nor a lottery.

"If the post office department rules against the Prosperity Sales Plan," he says, "we intend to take the case to court."

Solicitor Donnelly declines, of course, to pass upon the legality of any particular schemes except as they arise in particular cases in the postal service. It is true, however, that for the last thirty years no endless chain selling scheme has been carried on with the knowledge and consent of the postal authorities.

These schemes have, in the past, been barred from using the mails under the postal, lottery and fraud statutes, following decisions of the courts.

The most famous endless chain selling case that has reached the courts was that of the Tribond Sales Corporation. This company was engaged in the sale of silk stockings and socks. Postmaster-General New, in 1925, ruled that a scheme by which the public takes a chance on obtaining anywhere from \$2 to \$10 worth of merchandise for \$1 is a type of lottery and should be barred from the mails.

When the fraud order was issued Tribond secured an injunction in a lower court to prevent its enforcement. The case was then taken to the Court of Appeals of the District of Columbia, which sustained the order. The Supreme Court of the United States refused to review the case. The Tribond selling scheme was fully described in *PRINTERS' INK* of May 12, 1927, page 19.

In this case the court said that the chances of the purchaser making his contemplated profits depended upon there being a market. As the scheme was based upon there being a geometrical progression of purchasers and by such a progression any market would be quickly exhausted, the purchaser's chance of making the contemplated profit depended actually upon his position in the series. This brought

it within the provisions relative to schemes depending in whole or part upon chance.

Mr. Donnelly refers any one interested in the postal, lottery and fraud statutes to Sections 601, 604 and 1,435 of the Postal Laws and Regulations, 1932.

Of course, the legality of the individual plans will have to be decided by the courts. There is a decided difference of opinion among lawyers. The Prosperity Pen Plan, so its sponsors believe, is within the law. They do not believe that the Tribond decision applies to their plan.

### **Better Business Bureau Flooded with Inquiries**

The National Better Business Bureau has been flooded with inquiries from manufacturers contemplating starting chain selling schemes and others.

Many of the inquiries stated that they had been told that some of the plans had the approval of the Better Business Bureau. "Nothing could be further from the truth," says Edward L. Greene, general manager. The Bureau has not endorsed any chain method of selling.

One manufacturer has been advised by his lawyers that, while it may be possible that such plans are legal, he would do well to keep out of it.

"You might run into a Government investigation," the lawyer said, "and regardless of the outcome such investigations should be avoided if possible. You might win, and then again you might find yourself in serious trouble."

There are two basic weaknesses in this form of selling. The first is that there is a point of saturation which is quite quickly reached in most communities. The "salesmen" soon find that they must sell to each other and, inasmuch as the sponsoring company is the only one that gets a commission on every sale, the individuals do not reap any great benefit. It is important to bear in mind that each "salesman's" own commissions do not start until he sells his fourth article.

As soon as a market starts to become saturated, a chain of ill-will

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is started. Only those people who bought the pens, flashlights, pocket-books, etc., because they wanted the items will be satisfied—and they will be disappointed if the items aren't worth their cost. Those who bought in anticipation of great profit are bound to be disappointed. This ill-will will extend to all chain selling plans.

In addition, while undoubtedly a number of the chain selling companies endeavor to conduct their businesses as honestly and carefully as possible, paying commissions promptly, the field may attract a number of fly-by-night dishonest promoters who see a chance for a quick profit. When a few of these dishonest operators get going the public becomes wary of all such schemes.

The second weakness in the plan is one of diminishing enthusiasm. As the chain spreads by geometrical progression, the enthusiasm diminishes. That is, those near the head of the chain are naturally the most enthusiastic and each succeeding sale is made by some one far-

ther removed from the source and, consequently, less enthusiastic.

But, while it is obvious that such plans as these are temporary and therefore unsound from a merchandising standpoint, they do raise havoc for a short time.

Any manufacturer who is faced with this unusual type of competition can do little to combat it. He will have to redouble his own sales and advertising efforts in order to convince those people who still buy his type of product because they want it and not because they want to make money, that the advertised product has features and advantages the chain article does not possess. He will have to console himself with the thought that, after all, these plans will eventually fold their tents and silently steal away.

In the meantime, anyone who has data on any of these schemes which he believes may be violating the Postal Regulations should send the material and information to Horace J. Donnelly, Solicitor of the United States Post Office Department, Washington, D. C.

## L. R. Garretson Heads Eastern Industrial Group

L. R. Garretson, of the Leeds & Northrup Company, Philadelphia, has been elected president of the Eastern Industrial Advertisers Association of Philadelphia. Other officers elected are: A. O. Witt, Schramm, Inc., vice-president; M. K. Wright, Baldwin Locomotive Works, secretary, and L. A. Cleaver, F. W. Dodge Corporation, treasurer.



L. R. Garretson

Directors include the following: C. E. Brenzner, Anson B. Harvey, W. R. Kort Kamp, S. E. Linderman, R. E. Lovekin, R. B. Savin, R. G. E. Ullman, L. D. Waldron and Mr. Wright. Mr. Lovekin is chairman of the program committee. Other committeemen are: Membership, Frederick Gloeckner, T. A. Winchell & Company, Inc., and publicity, John Falkner Arndt, John Falkner Arndt & Company. Mr. Kort Kamp and Mr. Garretson have been chosen delegates to the National Industrial Advertisers Association.

## "American Weekly" Sales Executives Meet

A three-day conference of the sales organization of *The American Weekly*, held at New York last week, was presided over by Mortimer Berkowitz, general manager. He was assisted by M. C. Meigs, vice-president at Chicago, E. M. Swasey vice-president at Los Angeles and Ralph K. Strassman, vice-president, New York.

The following territorial managers also assisted: J. B. Meigs, Western manager, Chicago; F. C. Brown, Michigan manager, Detroit; F. L. Miller, Ohio manager, Cleveland; L. W. Stetson, New England manager, Boston; R. M. Dodson, Southern manager, Atlanta; P. R. Fish, St. Louis and Coulter McKeever, San Francisco.

Among those who addressed the sessions were: William L. Day, vice-president, J. Walter Thompson Co., Lee H. Bristol, Bristol-Myers Co., Dr. L. D. H. Weld, director of marketing and research, McCann-Erickson, Inc., O. B. Winters and H. F. Douglas, Erwin, Wasey & Co., Morrill Goddard, editor of *The American Weekly* and Arthur Brisbane.

## Hosiery Account to Lefton

The H. C. Aberle Company, Inc., Philadelphia, has appointed the Al Paul Lefton Company, Inc., of that city, to direct the advertising of its Aberle-Trezur hosiery.



# Taxes as an Advertising Theme

FULL pages in four national magazines are carrying an advertisement, signed by the National Board of Fire Underwriters, the theme of which is the excessive burden that increasing taxes are placing on business and the American people.

Under the caption, "What a Toll Taxes Take!", copy points out that 25 per cent of the national income this year will go for taxes and that it is estimated that every five employees in commerce and industry support a sixth person who is on the public pay-roll.

Why should this group take space to discuss a general question such as taxes?

The advertisement answers the question in its copy, which says: "Because the relationship of Stock Company Fire Insurance is so close and friendly with that of business and commerce, farm and home, the National Board of Fire Underwriters is publishing this paid message in the public interest. The 216 stock companies which make up the National Board of Fire Underwriters earnestly urge you to write your local and national legislators, expressing your views on the tax situation."

The copy points out incidentally that stock fire insurance companies have for years paid more than \$1 of taxes for each \$1 of net underwriting profit. The tax burden suffered by other industries is also outlined.

Three illustrations in the advertisement show taxes, in the form of a snatching hand, taking homes, jobs and farms away from people. A revision of this advertisement in single-column form will appear in fifteen farm publications which are now being used for schedules of four and five single-column advertisements running from October, 1932 to March, 1933.

The advertisement concludes with the offer of a booklet, "Taxes

## TAXES TAKE HOMES!



In a mid-western city, taxpayers refuse to pay the excessive city taxes levied. The city can't pay its employees . . . the employees can't pay their taxes . . . and the city threatens to sell their houses over their heads. Truly a vicious circle.

## TAXES TAKE JOBS!



In an eastern state, a large manufacturer of musical instruments, after losing his fight to have excessive taxes reduced, is forced to close his plant. And more than 1,000 men are added to the army of the unemployed.

## TAXES TAKE FARMS!



Practically every newspaper carries week-lengthening lists of farm properties offered for sale to cover delinquent taxes. Drive through the country and you will see one abandoned farm after another.

—You Pay Them All" which has been prepared to give further information on the subject for those interested.

The rest of the National Board's advertising, running through next April, will deal with other timely subjects.

### Gas Group Appoints Ayer

The New England Gas Association, Boston, has appointed the Boston office of N. W. Ayer & Son, Inc., to direct its advertising account.

### Smith Acquires Molloy

The S. K. Smith Company, Chicago, catalog and sales portfolio covers, has acquired the David J. Molloy Company, cover manufacturer of that city.



# 15%

## Commission to Advertising Agencies

Effective January 1, 1933, The Washington Star will pay a flat 15% Agency commission on general business placed through recognized advertising agencies on advertising appearing after that date, provided the account is paid by the 15th of the following month.

## CIRCULATION

	<i>Daily</i>	<i>Sunday</i>
12 Months Ending November 30, 1932	117,437	124,638
12 Months Ending November 30, 1931	112,123	119,668

INCREASE During Past Year: **5,314** **4,970**

The circulation of The Washington Star has increased 15% Daily and Sunday since the last increase on January 1, 1929, in general advertising rates to 25 cents per line and is confined 97% to the city and suburbs without noon, forenoon, Bulldog or predate editions.

## ADVERTISING

For the first nine months of this year The Washington Star led all other Daily and Sunday newspapers in the United States by 2,338,806 lines.

# The Evening Star.

*With Sunday Morning Edition*  
WASHINGTON, D. C.

New York Office:  
Dan A. Carroll  
110 E. 42nd Street

Member  
Major Market  
Newspapers, Inc.

Member  
Metropolitan  
Sunday Newspapers

Chicago Office:  
J. E. Lutz  
Lake Michigan Bldg.



## Grocery Trade-Mark Helps New Drug Product

Distribution for Salt Company's New Tooth Paste Is Obtained Slowly but Surely, a Section at a Time

As Told to Eldridge Peterson by

**Charles H. Dickson**

Vice-President and Secretary, Worcester Salt Company

**T**HE question has been put to me: "How actually does a new product, to which so many manufacturers are looking at the moment, help a business in this depression?"

The answer, as I see it, is that it creates additional business, so that a company can retain its employees and use to better advantage its overhead; it creates a potential profit-maker for the future by taking advantage of present lower costs in getting the new product established; moreover, it creates an influence radiating from the manufacturer to all other fields. However, satisfactory results can be obtained only when a product with merit has been chosen.

We had been contemplating for a number of years the possibility of marketing a salt tooth paste. It was really the depression which made us decide finally to market it.

Salt has been used for years as a dentifrice. In our booklets and literature on Worcester Salt, where we recommend many other uses for the product, we have for some time

suggested its use as a dentifrice and mouth wash. What we really have done, therefore, in our new product is to interpret this use in terms of the taste, convenience and persuasion which the American people demand.

Even after we had decided to make a tooth paste, it was two years before it was ready for the market. It took that long for us to devise a satisfactory formula. We felt that the new product should really be a "salt" tooth paste. We did not make it sweet-tasting and pastel-colored. We felt we had a new product of merit to place before the public on the benefits of its inherent contents. Thus our advertising features the "salt" theme aggressively.

Having created the product, there was one more necessary step before we went to market. We knew it was meritorious but we wanted the approval of public health authorities—not only for the product itself but for statements made in our folders wrapped around the tube, on the carton and on the tube itself. We accordingly

submitted it to the Department of Agriculture, Food and Drug Control at Washington.

In naming and packaging the product, we had little difficulty. The Worcester Salt name was carried over naturally to take advantage of our years of consistent advertising of salt. Our major product is packaged in containers of orange and black, and tests on color having shown that this combination is the most visible, we had an added reason for making no change. The elephant head trademark of our salt has similarly been carried over. A generous tube was decided upon and the package was designed simply and attractively with the name "Worcester Salt Tooth Paste" in prominent lettering.

In pricing the product, we followed the rule we have laid down as a company policy, that we want everybody handling our product to make a legitimate profit. Knowing that the druggist, who would be the natural outlet for the new tooth paste, needed, according to surveys, a 33½ per cent profit, and granting the jobber, who has always made a profit on Worcester Salt, our customary jobber's discount, we decided upon a retail price of 35 cents a tube.

Inasmuch as our salt product is sold through grocery outlets, we discussed distributing the new product through grocers. We have built a great amount of prestige and good-will in the grocery field with our salt and we decided to sell to grocery outlets if they want the product, but for a toothpaste the natural outlet is the drug store.

The housewife, we reasoned, is not accustomed to asking for tooth paste in a grocery store, nor is she mentally concentrated on that product while there. In grocery stores the product would have to be called to her attention, and while that might work to begin with, by the use of counter displays, it would require a constant effort to keep the product before the customer.

In getting distribution we have proceeded slowly and surely, by taking a section at a time. We started with a test campaign in Al-

bany, using newspaper and window display advertising. Jobbers and retailers were interested, so we proceeded section by section in the same manner, until now we have distribution in practically every State, although this distribution is concentrated more strongly in the East and Middle West. We have also added radio advertising for the sections where we are building up distribution. Around New York car cards are also used.

Copy is based on professional comments resulting from a letter sent to dentists. This is the letter:

DEAR DOCTOR:

We are sending you under separate cover a full sized tube of Worcester Salt Tooth Paste with our compliments.

The dental and medical professions know the value of a pure salt solution for oral hygiene. Worcester Salt Tooth Paste, which contains pure salt, will stimulate the mucous membrane and will increase circulation in the gums, in conjunction with gum massage by the brush. Salt also coagulates mucin plaques, permitting them to be easily removed by brushing. Worcester Salt Tooth Paste contains milk of magnesia, which assures alkalinity.

Thousands of dentists and physicians throughout the country have recommended salt for cleaning the teeth, hardening the gums and treating minor irritations of the mouth and throat. Salt is the oldest dentifrice known to mankind.

You will readily see that Worcester Salt Tooth Paste is distinctly different from other dentifrices, and it leaves the mouth feeling clean and refreshed.

We should be grateful if you would use the enclosed card and envelope for any comments you care to make, after using this paste several times.

The card sent with this letter is plain white, reading at the top: "Comments on Worcester Salt Tooth Paste:" while below is room for the dentist's name and address. We have received about 7 per cent returns. Out of those who answered, 99.9 per cent approved the product, comments ranking from "satisfactory" to enthusiastic praise.

Of course, the individual comments, for ethical reasons, cannot be used with the dentists' names, but the results of this mailing provide good copy for our advertising.

We are also using a slogan, "Your mouth will sing its praises." Our late president, Lorenzo Benedict, heard these words during service one Sunday and decided they would make a good slogan.

# The Loss Leader Brings No Permanent Good

Some Fallacies of Its Philosophy and Some Suggestions for Correction

By Edward A. Filene

President, Wm. Filene Sons Co.

[EDITORIAL NOTE: The loss leader has created an anomalous and disturbing condition in current retail practice. It has upset price structures and the subsequent unsettled condition has vitally affected many manufacturers in their relations with retailers and consumers.

Nationally advertised products have been peculiarly susceptible to the loss-leader practice and have suffered thereby. There have been many attacks on the loss-leader principle but most of them have come from the manufacturer's side of the fence.

The following article, reprinted by permission of *Retailing*, Executive Edition, is a penetrating analysis of the fallacies of the loss-leader philosophy written by an eminent retailer. Particularly interesting is Mr. Filene's suggestion for a new type of co-operation between retailer and manufacturer.]

**SELLING** featured items of merchandise at less than their cost or at a gross profit insufficient to cover the expense of selling has become a wide usage in competitive retailing.

This "loss-leader" system of merchandising is defended on the theory that it brings to the store many people to whom other goods may be sold at a profit. Some defenders of the usage go so far as to say that mass sales at generally low prices would not be possible without employing loss-leaders to bring the crowds, that the great savings of mass buying, mass selling and mass production are only made possible by offering loss-leaders to attract customers.

It is safe to say that most retailers employing this form of advertising have no well-defined theory about it, but are traditionally minded, merely following the lead of other retailers. Today,

however, we are realizing that we cannot profitably continue the old-fashioned rule-of-thumb, trial-and-error usages and methods of the past, whether they are our competitors' or our own; that we should have intelligent, logical reasons for the things we do, that our merchandising methods must be based on facts, not opinions or mere tradition, and the loss-leader usage is a subject of controversy.

Does the system benefit consumers as a class? Is it a profitable practice for the store? Is it sound merchandising or the product of fallacious reasoning? Does it achieve the results claimed for it?

Five reasons might be cited for offering loss leaders:

1. To turn stocks more rapidly.
2. To attract crowds at a particular time.
3. To advertise the store.
4. To introduce new products.
5. To meet the competition of other stores.

It may seem necessary to use loss leaders at times for any of these reasons, but in the final analysis it must be remembered that they must defeat the purpose as fully as they help to accomplish it. Turnover at a loss is worse than useless, and should be obtained from correct stock planning and buying; crowds seeking something for nothing are of little value; advertising that creates no normal purchasing desire is useless, while introducing new products at an impossible price accomplishes little, probably less than frankly free sampling.

If it be argued that the function of the loss leader is to attract such crowds of consumers as to make possible the savings of mass buying, mass selling and mass production, it can truly be answered that the loss leader itself defeats the purpose of mass production, which

is to eliminate waste and loss. It is an undeniable fact that something for nothing always costs somebody; the loss is merely concealed or disguised, absorbed by a higher mark-up on other goods, correspondingly curbing the store's selling power.

In some cases loss leaders have resulted in an actual loss of trade, customers buying them at the store offering them, but supplying the rest of their needs at another store which, unburdened by loss leaders, is able to sell at generally lower prices. This may seem to present a baffling puzzle, until we remember that a store, like every enterprise rendering public service, prospers by doing the greatest good to the greatest number.

The highly organized, scientifically operated store finds little need for loss leaders. While it cannot price all items or lines to yield the same percentage of gross profit, the well-managed store can maintain certain average percentages which will attract and hold profitable sales volume, if it gives its customers other benefits far more valuable than occasional loss leaders.

Among these are dependable quality and service-value in all the goods it handles, continuously complete assortments, consistent price lines, constant style-freshness, attractive surroundings, good salesmanship and pleasing store service. The store furnishing these at an operating expense low enough to justify a reasonable percentage of mark-up will, in the long run, sell the most goods.

#### ***Justified Perhaps in Testing Customer-Desire***

The chief justification for offering goods at a loss seems to lie in making a test of customer-desire for a new product. An item might be offered less than cost to attract attention to it, stimulate sales and observe the price level at which large quantities could be disposed of. It could then be determined whether the article could be manufactured in such large quantities at a cost to justify the lower price.

This is a measure for testing the

potential market for an item, not one to benefit a store illegitimately, and these two objectives should never be confused. Perhaps one of the greatest errors of retailers is to concern themselves so much with their immediate sales that they forget their store depends for its total profits and its success on long runs, steadily enforced, clear thinking organization and planning.

#### ***Few Retailers Could Experiment This Way***

It might be economically sound for Woolworth's to sell for a dime apiece 10,000 pieces of merchandise costing 11 cents each, if it revealed a market for 1,000,000 pieces which could then be produced at a wholesale cost of 6½ cents each. This would be economically logical; would be true mass production and distribution. Few retail organizations, however, could find this justification for loss leaders.

It is well to remember that the money now lost in selling loss leaders might be more profitably spent in cutting out wasteful costs in store operation, in distribution and production.

If crowds flock to sales of loss leaders, it shows that there is a bigger potential market for such goods at the lower prices indicated, and this knowledge could be taken advantage of. In many cases, scientific study of production methods and mass production could so reduce the cost of products as to greatly increase their volume of sales. In determining such cases loss leaders could serve a truly economic purpose.

It seems to me that this fact is too often overlooked and that a closer co-operation and co-ordination of such researches between manufacturer and retailer would result in greatly increased sales for both.

The nation's greatest need is greater consumption of goods. Discovering opportunities for such greater consumption at lower prices would cause greater production, thus employing more labor, increasing wages and restoring buy-

ing power. The retailer can help to bring this about, not merely by testing the potential market for certain articles as loss leaders, but by increasing the product-value of the consumer's average dollar, by making all kinds of goods available at present loss-leader prices, but with a fair profit to himself.

There seems to be wide misunderstanding as to the causes of profit. Many distributors and manufacturers gauge their profits by the price margin made on individual sales. Actually, no business with a plant and sustaining general overhead expense can measure profits in this way.

Profit is the product of a period of time and an amount of capital invested. Not by any individual sales, but by the aggregate sales in a certain time, will profit or loss be created.

While it is economically unsound to sell goods at a loss, except to gain information or for sheer advertising purposes, no business can hope to make every sale, every transaction, as such, equally profitable. Many sales, with a small profit on each, will bring bigger total profits than "loading the traffic for all it will bear," to use an old public utility phrase.

It is unfortunate that retail stores, for the most part, base their planning on past sales at past prices and past percentages of gross profit, take mark-ups which they later have to cut one-third, in order to sell their goods, and thus fail to realize the potential sales which, at logical original pricing, would be assured them. Especially as the greater volume of consumption which such prices would impel

would, through mass production and lower wholesale costs, make them quite profitable.

There is little doubt that the successful merchants and manufacturers of the future will be those who give the greatest average values in the goods they make or sell. But this will not be achieved by loss leaders or by selling some goods below cost. It will be brought about by reducing costs, reducing expenses.

Expense is entirely relative, depending upon the sales volume, provided that volume is the result of normal demand and not artificially stimulated by expensive, extraneous, non-essential allurements, and so-called "services" or "extras," unless such "services" or "extras" help as advertisements to reduce the store's total expense and thereby make better selling values possible.

Perhaps the greatest mistake of modern big-store retailers has been the over-emphasis of bargain prices, of the purely mercenary appeal, of magnifying items and minimizing the store, of focusing the public's attention upon certain articles at a price, instead of upon the desirability of their goods and the excellence of their service.

When our stores reach the stage when they will have continuously, those things which most of their customers want, most of the time, at prices which will cause most of them to buy, the consumption of all desirable goods will be greatly increased and mass distribution will catch up with mass production. Both will then progress at doubled speed and give us permanent prosperity.



### Changes in Atlanta Agency

Mrs. Mae P. Eckford, formerly vice-president of the Eckford Advertising Company, Atlanta, has been made president. W. P. Booth has been made secretary and treasurer. Charles A. Rawson continues as vice-president.

### Appoints Freystadt-Juraschek

The Hyde Windlass Company, Bath, Me., bronze propellers for marine craft, has appointed Freystadt-Juraschek, Inc., New York, to direct its advertising account. Boating publications will be used.

### New Paint Publication

The *Northwest Paint and Painter* is a new monthly which will be published at Seattle by Sidney Beede and W. H. Fraser, both formerly with the *Marine Digest*, Seattle. Mr. Beede will be publisher and Mr. Fraser, editor.

### Joins Vincent Edwards

L. P. Salinger, formerly with the Dade B. Epstein Agency, Chicago, has been appointed Chicago sales representative of Century-Standard-Vincent Edwards, Inc., New York.

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R. L. POLK & CO. CONSUMER STUDY\*  
CONCLUSIVELY SHOWS 26% MORE NEW  
CAR BUYERS AMONG JOURNAL FAMILIES

**A**UTOMOBILE advertisers in the Journal get more drive, more power, more speed—more smiles per dollar expended. R. L. Polk & Co.'s exhaustive consumer survey of greater Portland shows that Journal families own 26% more new cars than the families of any other newspaper in this market.

That's vital information for you. It establishes positively that Journal dominance in circulation is also quality-circulation dominance—that the Journal reaches the class of people you must reach to sell your product—and it reaches them at the lowest possible cost.



\* Based on 64,322 personal interviews  
out of 90,440 Portland families.

**THE JOURNAL**  
Afternoon  
Sunday  
**PORTLAND • OREGON**

ADDITIONAL INFORMATION from the Polk Study may be secured through our  
National Representatives—REYNOLDS-FITZGERALD, Inc.  
New York • Chicago • San Francisco • Los Angeles • H. R. Ferriss, Seattle



# Advertising Agency—1933

*Day-by-Day Highlights in a Service that cannot be Standardized*

## Radio program inspires national club movement

ONCE in a blue moon you hear of a unique sales idea that "just happened"—a "natural."

That's how the Kate Smith-La Palina Club idea was born. One day a letter came in from the Middle West, stating that a number of people who listened to Kate Smith's broadcasts were calling themselves



"The Kate Smith-La Palina Club." A few nights later Kate Smith mentioned this on the air, and immediately more La Palina Cigar Clubs began to form.

It was decided to organize the National Association of Kate Smith-La Palina Clubs.

As soon as a new club forms, the president or secretary sends in the signed list of members. Then out go the charter (signed and sealed by Kate Smith herself), buttons, pamphlet of rules and regulations, and a congratulatory letter from Kate on special club stationery.

To date there are well over four

hundred Kate Smith-La Palina Clubs properly organized, and each day's mail brings new applications. Some of these clubs have more than two hundred members. Scores of potential clubs have written in, will be accepted later.

## This man is really several men

AFTER college he learned the grocery business behind the counter. Then from retail to wholesale selling; became district sales manager, then sales manager. Made an all-time sales record. A talent for the graphic in writing and in sketching prompted him to enter advertising agency work. Now directs advertising of more than twenty famous food products. His market studies are used by Department of Commerce. His lay-outs have received regular awards of



Art Directors Show. He is an authority on typography. His copy is sincere, persuasive, based upon ideas that sell merchandise.

Here in BBDO we have such a man, but not all in the same suit of clothes.

We learned long ago that no one super-man can give a national ad-



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vertiser the help he needs. So we have many men—a group—assigned to each account. This makes available the advice, experience and ability of many valuable people rolled into one.

### New York saw this on November 5!

IF YOU live in or near New York, you probably noticed the poster reproduced below. It appeared on boards all over the city three days



before Election Day. Maybe you wondered about it.

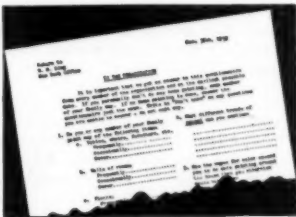
Our client, the F. & M. Schaefer Brewing Company of Brooklyn, has made good beer since 1842. After 1918 the alcoholic content of that brew was the familiar "less than one-half of one per cent." Now that beer may become beer again, Schaefer faces a selling job. Good friends of other days have drifted away. A new generation has grown up who never knew Schaefer.

So, this poster campaign. Its intention is to help re-establish the name Schaefer. "It is naturally beyond the lithographer's art," says a

leading editorial in the New York Herald Tribune, commenting on the posters, "to indicate the alcoholic content of the amber beverage. Lacking that detail, the posters come as a final touch. They revive the past before our eyes; they appear like the first sign of moist and remembered spring after the long and frozen winter of our discontents."

### A cross-section of opinion—overnight

SUPPOSE you have a plan in mind—you want to know what the public thinks of it, or the trade. And you haven't much time. Here is what we do, frequently: We send out a questionnaire to each of the members of the BBDO staff—some 500 of them, located in and around



New York, Boston, Buffalo, Pittsburgh, Chicago and Minneapolis.

Almost overnight we have their answers—and a good cross-section of opinion from a group of representative cities.

**BATTEN, BARTON, DURSTINE & OSBORN**  
INCORPORATED

## ADVERTISING

383 Madison Avenue, New York

CHICAGO: McCormick Building • BOSTON: 10 State Street • BUFFALO: Rand Building  
PITTSBURGH: Grant Building • MINNEAPOLIS: Northwestern Bank Building



## THE BRIGHT SPOT IN 1933 ADVERTISING

Where is it?

You've guessed it—in food and grocery products!

An industry that will get 30% of the nation's entire income in 1932. An industry that this year will account for more than 25% of all the money spent for magazine advertising, 30% of all general newspaper advertising, and 35% of all radio network time. An *active* industry that is moving nearly as much tonnage in *these times* as it ever did.

Dollar volume is not quite as high as it was a few years ago. Selling competition is much keener. Habits are changing. But—*people still eat!*

Manufacturers of grocery products are not passing up any sound selling or manufacturing ideas that will help them gain competitive advantages. They're open to conviction, to new ideas, and to new merchandising aids. But they've got to be shown—they haven't time for theories, half-baked

ideas or triflers. If you've got something that will build sales or cut costs, and can demonstrate it, there's a cash market for it in the grocery industry.

How are you going to put it over in 1933?

You've got a selling job to do. No *one* man is signing orders in most companies these days. You've got to sell *many* men, get *group* acceptance and approval—and keep 'em sold.

That's one reason why we are publishing *Grocery Trade News*—to render a long-needed news service for the leading executives of the companies that produce from 70% to 80% of the nation's huge grocery volume. And when we say that we mean a thorough job of coverage and penetration—not highspotting.

These are the executives you've got to sell to get business from manufacturers of food and grocery products in 1933.

Write or wire "*Grocery Headquarters*" for full particulars about—

## GROCERY TRADE NEWS

Butterick Business Publications, Inc.

79 Madison Avenue, New York

Little Building  
Boston

Hobart Building  
San Francisco

Mallers Building  
Chicago

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## Giving Sales Value to a Trip Through the Plant

Modern Photographic Art Is Used in a Striking Booklet by an Insurance Company

PRINTED trips through plants have been the butt of plenty of criticism, which, however, has not been leveled at the basic idea. There is general recognition of the fact that the plant has a sales story to tell—a story that could be made very convincing sales ammunition.

But all too often these efforts to convey customers and prospects through the factory or home office by way of the graphic arts have been failures because imagination was given no room in which to move about. The booklets and brochures have stumbled and stuttered precisely as would an inexperienced guide.

An excellent example of how to do it was recently made available to its agents by The Lincoln National Life Insurance Company, of Fort Wayne, Ind.

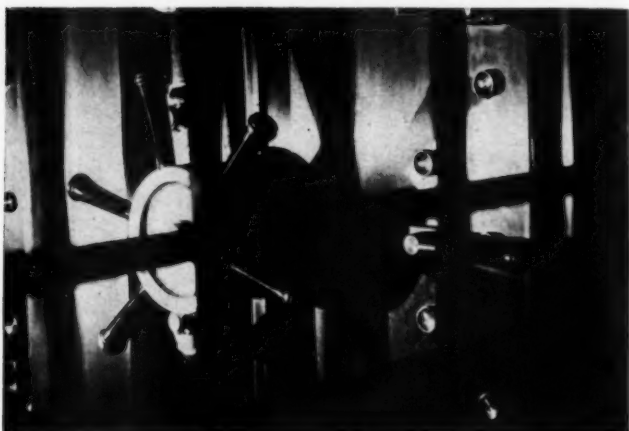
The booklet concerns itself with the home office of the insurance company. It is intended for distribution, through the agents, to policyholders and prospective policyholders. The booklet is neatly bound, thirty-six pages in size. It is printed on a high-quality paper

that enhances the atmosphere of solid substantiality that the company wants to create.

The foundation idea that makes this booklet rate as a new departure in brochures of this type lies in the type of illustrations used. These are not ordinary shots of desks and other office equipment. Instead, they are imaginative photographic interpretations of what goes on in a big insurance company, done in a manner calculated to create visual images that will last.

The photographs are all the work of Sheldon Hine, the company's staff photographer. The two reproduced with this article are typical of the thirty-odd pictures that occupy the major portion of the book.

F. L. Fisher, advertising manager, points out that no attempt was made to show what a department looks like and what people are employed there. Rather, the plan has been to show what happens or to symbolize what happens in each department. Actual occurrences in each department are fea-



tured, rather than the departments themselves.

The subjects were selected with an eye to art, and the photographs made under spotlights—a strong, one-source light being used. The resulting unique lighting effects and the unusual close-ups combine to give the photographs particularly strong memory value.

Mr. Fisher summarizes the reasons and advantages for illustrations of this type in this way:

1. Good memory value.
2. Piques interest and leads reader into copy.
3. Gives clearer picture of departmental functions.
4. Makes layout and art treatment easier.
5. Gives impression of unity to reader. Straight office scenes leave a hodge-podge of ideas.
6. Is "something different." Gives unusual "air" to an ordinary procedure.

Another interesting feature of the booklet is that no individuals are given pictorial prominence. All effort has been concentrated on the creation of illustrative interest by imaginative photography and it has

not been necessary to run portraits.

One or more pages are given to each department. The accompanying text outlines the operation of the department as briefly, and in as simple language, as could be achieved. For example, the text referring to the stenographic department reads as follows:

Machinery also plays an important part in letter-writing. Skilled Dictaphone operators, plus the typewriter and transcriber, bridge the gap between the spoken word and the completed letter.

Approximately 1,000 letters are dictated daily on waxed cylinders similar to phonograph records. These records are sent to the central stenographic department where the letters are typed and envelopes prepared. The letters are then returned to the dictator for signature. Form letters are transcribed on the automatic typewriter. Letters are "punched" on rolls similar to player-piano records. These rolls are placed in the electrically driven typewriter, the completed letter being produced without human touch. One operator can take care of three of these machines which produce 300 letters an hour.

The entire booklet represents something decidedly different in "trip-through-the-plant" literature. It is an interesting demonstration of the possibilities of this type of promotional material.

#### Joins Noxon

S. R. Bushnell has joined the Noxon Chemical Products Company, Inc., Newark, N. J., polishes and other products, as assistant sales director.

#### Represents "Life"

Life, New York, has appointed Samuel A. Gardner, publishers' representative, Boston, as its New England representative.

# Should Salesmen Carry Briefcases on First Call?

Pros and Cons of a Minor Matter That May Assume Major Proportions

By W. B. Edwards

A DISCUSSION arose recently in the offices of a large financial organization. It centered around the merits of carrying a briefcase or portfolio when calling on a prospect.

The sales representatives of this organization contact the sales managers and treasurers of large companies. On their initial visit, they can carry in their pocket all of the printed matter they would ordinarily have occasion to use. In follow-up calls, however, a briefcase is quite essential.

Several of the salesmen raised the point that, largely as a matter of custom, most of the men carried briefcases irrespective of whether or not it was a first call they were making. These dissenters insisted that a briefcase or portfolio, on an initial visit, was a definite handicap. The company decided to investigate the practices and experiences of companies in comparable fields—that is, where the salesmen are calling on the more important executives of business organizations. This is what it found:

1. The branch office of a large office equipment company has issued definite orders to its salesmen to the effect that, where they are making an entirely "cold" call, portfolios are not to be carried into the prospect's office. If they have their portfolios with them, as a result of other calls made or to be made the same day, they are to leave them in the entrance hall.

2. The new business manager of a prominent New York advertising agency reported that "first calls" are made by his men without briefcases. He is quite insistent on this point.

"Our men," he said, "are not supposed to do anything more than interest the prospective client on the first visit. Selling material and

surveys are not brought before the prospect until the second or third visit."

3. A sales executive who has had a long experience in managing sales for several outstanding companies selling to executives went so far as to say that a salesman, if he can possibly manage to do so, should not carry a briefcase at any time. There should be a thorough attempt made, he said, to reduce the material the salesman needs in such a way that he can carry it in his pocket or in a small portfolio that has not the bulky appearance of the typical briefcase.

4. The chief sales executive of a large newspaper publishing organization said that his men usually carry briefcases on all their calls and exercise their own discretion in bringing them into the offices of presidents, vice-presidents and sales managers.

5. The sales manager of another large publishing organization, which issues a magazine of national circulation, also reported that the matter is left up to the discretion of the individual salesmen. However, his own attitude, which is probably reflected in the policies of his men, is never to carry a portfolio unless he has a definite appointment.

## *A Summary of Reasons Against the Idea*

While this is only a miniature survey, it leaves no doubt that, where salesmen sell a product or service to business executives, the more common procedure is for the salesmen either not to carry a briefcase at all, on the first call, or to leave it in the outer office before entering the prospect's private office. What are the reasons for this policy? Briefly summarized, they shape up this way:

1. The salesman making a first

call on an important executive and selling a product or service that sells for more than a few dollars, cannot hope, and does not expect to make a sale on his initial visit. His basic objects are to stimulate a certain amount of interest and to get at least an inkling as to the prospect's special problems. He can then go back to his home or branch office and prepare a complete presentation based on his first visit. In other words, his first call is nothing more than a preliminary and a briefcase is not necessary.

2. A briefcase may give the prospect the impression that the salesman is going to make a long stay. Where the salesman is already known, as a result of having made a previous call or through advance correspondence, this may not be an adverse factor. But where the salesman is an entire stranger, this factor is likely to prove quite disturbing to the prospect.

3. The prospect may become as interested in the briefcase as in the fabled salesman's red tie. In other words, the prospect may indulge in so much mental speculating concerning the contents of the briefcase, that the words of the salesman may fall on deaf ears.

4. A briefcase is so much the badge of the selling fraternity, that it is a constant reminder that something is going to be sold. This, of course, is a poor selling atmosphere. Skilful salesmen make every effort to create the feeling that they are not selling—it is the prospect who is buying. In any event, a disarmed prospect is a vastly better prospect and it is

difficult to build up this sort of attitude when the salesman's briefcase shouts its story of selling.

5. There is a temptation, when salesmen carry a briefcase, to fall into a sort of mechanized sales talk. While most salesmen eventually adopt a selling pattern of some kind, it should never become—especially when one is selling a high-priced service or product to executives—more than a mere outline. But with a briefcase in his hand, the salesman is likely to confine his talk to the material in his portfolio, whereas the individual circumstances of any one call may indicate a talk of a totally different nature.

6. Many an order has been lost by salesmen who talked too long. The briefcase encourages lengthy conversations because it continually reminds the salesman of matters to talk about.

After giving due consideration to these points, the financial organization which started this little survey, decided that it would issue no strict ukase covering the matter.

Instead, the chief sales executive acquainted the salesmen with his conclusion, which was that, under typical circumstances, a briefcase should not be in evidence when a salesman is making his first call. The salesmen might take their portfolios with them, extract necessary papers before entering the prospect's private office and leave the portfolio at the reception desk. And, where they saw fit, it was left entirely to their discretion as to whether the briefcase should be brought in even during the initial call.

### Transferred by Flash Chemical

Emanuel Mensch, formerly with the export division of the Flash Chemical Company, Cambridge, Mass., has been transferred to the industrial division as sales manager. He will open offices at 1 Hudson Street, New York.

### New Business at Chicago

Erwin Streever, formerly with the Chicago *Daily News*, has formed the Advertisers Research Bureau, located at 6 North Michigan Avenue, Chicago.

### Appoints Phelps-Engel-Phelps

The Holy Name Technical School, Chicago, correspondence courses in aviation, electricity and radio, has appointed Phelps-Engel-Phelps, Inc., Chicago agency, to handle its account. Magazines will be used.

### Death of Fontaine McQueen

Fontaine McQueen, for many years owner of the F. McQueen Advertising Agency, Dallas, died recently at that city, aged seventy-three.

# THE big four

## In Portland for Food Advertisers



NEWLY ENLARGED  
OREGONIAN  
FOOD PAGES



KGW  
FOOD PAGES  
OF THE AIR



WEEKLY AND  
ANNUAL COOK-  
ING SCHOOLS



MERCHANDISING  
COOPERATION



Jeannette Cramer, Home Economics Editor of the Oregonian, is probably the best known woman in Oregon, if not the Northwest. Letters, telephone, and personal calls from home-makers in this territory average more than 10,000 each month.

**W**hat a great job The Oregonian does for food advertisers! Outstanding successes in the Oregon market have been the result of Oregonian Merchandising cooperation followed by space on the newly enlarged food pages and time over the KGW food pages of the air—plus Oregonian facilities for advertising the advertising. Oregonian advertised foods are featured at the weekly cooking school conducted by Miss Jeannette Cramer, nationally known Home Economics Editor, who demonstrates and talks about better foods to an audience that totals

many thousands of home-makers each year. Resultant sales decisively show advertising money well spent and that The Oregonian justifies first consideration in selection of media to cover the Oregon Market.

# The Oregonian

PORTLAND, OREGON

*One of America's great newspapers*

National Representatives, VERREE & CONKLIN, Inc.

NEW YORK CHICAGO DETROIT SAN FRANCISCO



# The Merchandise Manager's Job

It Differs with Various Companies—and Thus Is a Title with Many Meanings

BAUSCH & LOMB OPTICAL CO.,  
ROCHESTER, N. Y.

Editor of *PRINTERS' INK*:

Can you define for us the functions of a merchandise manager and sales promotion manager as compared with and related to the functions of advertising and sales managers?

M. C. WILLIAMSON,  
Manager, Sales Service Dept.

**T**ITLES as appended to letters and listed in directories may specifically designate a man's job, but they are just as likely to be misleading, especially if retrenchment has resulted in the spreading of duties relinquished by one man to another whose major responsibilities, as indicated by his title, continue.

"Merchandising managers," in some concerns do what, in others, is the work of the advertising manager. The American Management Association, in its "Handbook of Business Administration," states that a growing number of manufacturers are centering in one individual the responsibility for finding out what consumers want and interpreting it in terms of the company's products.

The trend is especially noticeable in the department store field. Here merchandise managers function as individuals who select from a wide variety of merchandise offered that which will conform to consumer demand.

In manufacturing enterprises, the title used may be "merchandise" or "merchandising" manager and applies to those whose responsibility it is to create the merchandise that will meet the requirements of men of similar title in the department store.

This explains the theory of the title. For instances of practical application we have written to three executives, one a "merchandising manager," another a "merchandising director," and a third a "merchandise manager," all associated with prominent national advertisers.

"It seems to me," writes the mer-

chandising manager, "that any advertising manager who is really qualified to direct the advertising for a company doing a national business is bound to become in fact, if not in name, the merchandising manager. An advertising man who is not a mere technician must concern himself constantly with the broad problems of moving his company's merchandise."

It is recognized by this merchandising manager, that in the largest companies, the organizations are big enough to warrant a high degree of specialization in executive work.

"In our medium-sized organization," explains the merchandising manager, "the department of which I am the head does not concern itself merely with the actual preparation of advertisements and other literature, but plans all sales promotion, organizes merchandising campaigns in which dealers are urged to co-operate, prepares special campaigns for dealers and utilities and works with the company's salesmen in the sales promotion of our products. Our sales manager has charge of the hiring and firing, the administration and the recording of salesmen, but the merchandising department prepares the sales equipment and works with the salesmen in various ways."

## A Good Reason for Changing a Title

There was a time when this executive used the title advertising manager exclusively. He adopted the newer title because he found that in correspondence and in personal contact with dealers, the former title did not carry much prestige. Dealers, it is his observation, are in the habit of thinking of advertising people as being merely long-haired writers, window trimmers or something of the sort.

We take it that if Mr. Williamson, of Bausch & Lomb, is contemplating, as his letter might indicate, a change in title, he would not



make the change for fear that an established and reputable title might imply, for example, that its possessor did not have the price of a hair cut. He would want something more substantial to assure himself, if given the title "merchandising manager" or its related titles, that he would not be placed out of character by those who might have funny notions as to what a merchandising manager does or looks like.

The merchandise manager with whom we communicated states that his primary functions are to decide what products to make, how much to make and at what price they are to be sold. At the present time this company's sales management department is a staff department, with responsibility for assisting the general merchandise manager and the merchandise departments in the co-ordination and management of all sales activities, including the hiring of salesmen. Advertising and all sales promotional activities are handled by a special staff officer who comes directly under the general manager of all marketing activities rather than the merchandising end of the business.

J. A. Spooner, as merchandising director of The Viscose Company, is in charge of four departments—merchandising, advertising, sales promotion and publicity. These four departments are so correlated and interwoven in organization policies that one complements the other. He is fully responsible for the management and budgeting of the various departments under his jurisdiction and the approval of bills they incur.

It is also within his bailiwick to select the advertising agency. A merchandising director's functions, he states, call for wide experience

in each of the classifications of activity under his control, as well as a thorough knowledge of sales and company policies, in order to govern the functions of each individual classification. This requires that he be vested with absolute power by the head of the business employing him so that his word is final. It also means that he must have the absolute confidence of the directors of the business. In Mr. Spooner's company, it is also required that the merchandise manager have an acquaintance with the customers of the company, be familiar with their problems in selling, advertising and merchandising. Further, he must have a thorough knowledge of the distribution of his customers' products which, in the case of The Viscose company, means those of its customers' costumers.

From this detailed description, it should be more apparent than ever that the question asked by Mr. Williamson cannot be definitely answered either specifically or generally. Merchandise manager, with some companies might imply decentralization of activities; again, with other companies it might imply centralization of all marketing functions under one individual.

The problem of titles would muddle business men if they had to depend upon them as the sole guide of deciding with whom they should contact. However, when something has to be sold, the seller quickly learns the status of the man with whom he is dealing. It will make no difference whether his title fully embraces his responsibilities or not. Similarly, the man who has a job to do is primarily interested in doing the job well. Whether the title he works under aptly describes his work is secondary.—[Ed. PRINTERS' INK.]

### New Medical Publication

The *Mutual Professional News* will be published by the Mutual Professional News Publishers, 33 West Forty-second Street, New York, under the auspices of the Mutual Professional Plan, Inc., as an expansion of the latter's house organ. It will be edited for doctors, surgeons and dentists. Guy W. Burns is business manager.

### Plan Direct-Mail Conference

The Chicago Advertising Council will hold its third annual three-day direct-mail advertising conference and exhibit from January 25 to 27. Luncheon meetings on each of the three days will feature guest speakers, and an exhibit of outstanding direct-mail campaigns. Robert G. Marshall is chairman in charge of arrangements.

## For Fido's Christmas



**I**N most families whose membership includes a dog, the ceremonies that center around the Christmas tree are never considered quite complete unless there is a present for the pup. This sentimental fact has been accepted by Chappel Brothers, Inc., as an opportunity to put its dog food, Ken-L-Ration, in a prominent place on the nation's Christmas list.

A colorful Christmas carton, containing six cans of the product, is the subject of a current advertising and merchandising program. By this the company stands to increase current sales to established buyers of the product, for it is necessary to buy the six cans in order to obtain the holiday package; and the gift suggestion may also serve to attract new purchasers. The latter is an especially desirable objective,

for the genus *Canis* is the perfect consumer. Once he gets well started on a certain kind of dog food he simply won't stand for substitution.

The package itself serves the double function of shipping carton and counter display, in addition to being an appropriate gift wrapping. The outer section can be folded and set up at the back of the base to advertise the gift idea in the dealer's store. Another interesting feature is that the dog figures that decorate the package are so made that they can be cut out and used as toys for children.

This Christmas present for Fido is being advertised in magazines and is also getting mention in the company's radio advertising. Window posters, show cards and other material are supplied to dealers.

### R. A. Gibney to Join Bull Agency

R. A. Gibney, for eight years with the Frank Presbrey Company, as vice-president, will join J. C. Bull, Inc., New York advertising agency, as a director, effective January 1.

### Advanced by Wales

Hallas Kenyon, for several years art director of the Wales Advertising Company, Inc., New York, has been appointed vice-president in charge of art.

### Breakey Appointed by New York "Journal"

Arnold S. Breakey, formerly sales promotion manager of the Rodney E. Boone Organization, has been appointed sales promotion manager of the New York *Evening Journal*.

### New Los Angeles Business

Radio Productions, Inc., is a new business formed at 1709 West Eighth Street, Los Angeles, to offer a radio program service.

## Get Your Man Before He Eats

A FOOD advertisement varies in the desire it creates according to whether it is read by people who have just left the dinner table or whether it is read by people who are hungry. This inability to forecast precise conditions under which an advertisement is read makes dangerous any attempt, statistical, mathematical or otherwise, to measure advertising effectiveness.

Maubert St. Georges, of the plans department of N. W. Ayer & Son, Inc., in giving expression to this opinion at a recent meeting of the New York Times class in advertising, conceded that certain mechanical processes may gauge results. They include placing before people, either visibly or audibly, certain facts about a piece of merchandise. These will endeavor to provoke desire but constitute just half the work.

The other half is dependent on the physical, emotional and economic condition of the reader of advertising.

"Until science has developed to the point where it can control and determine these factors in the individual reader, it is unscientific," Mr. St. Georges said, "to use mechanical formulas to measure effectiveness. Particularly as these formulas are apt to fall into the hands of individuals who place more emphasis on the formula for measure than on the medium to be measured."

He suggested to those who might wish to test the validity of this theory, that they read a mattress advertisement when they are very much fatigued by physical labor and to read that same advertisement after ten or twelve hours' sleep, or, at this Christmas time, to read advertisements about expensive and unimportant luxuries while Christmas savings are in mind, and to read these advertisements in a few weeks when the depleted budget is being struggled with.

## GOOD COPY

makes a  
quick appeal  
to the  
open-minded  
and slowly  
but surely  
wins the  
skeptics.

**HAWLEY  
ADVERTISING  
COMPANY  
Inc.**

**95 Madison Ave.  
New York City**

# Go Slowly with the Dual-Use Package

It Is Good for Novelty and Gift Purposes But Not So Good for Staples

By C. B. Larrabee

**T**HE Christmas season each year sees the growth of an unusual interest in dual-use packages.

This year, for instance, Hickok produced some unusually effective containers for its belts. When the belts are removed these containers make attractive ash trays or cigarette boxes. This is just one example of many to be seen in retail stores during the recent gift season.

The dual-use package has two main advantages. First, it has in itself an extra sales hook which may induce the consumer to buy one product against competing products because of some particular appeal of the container's second use. Second, many manufacturers believe that the container that is used in the home long after the product itself has been removed acts as an ever-present advertisement for the product.

It is well, however, before going too far in the use of this type of container to realize its limitations and to know that it has certain very definite disadvantages as an all-year-round proposition.

As a general thing, it is safe to say that the dual-use package is excellent for gift purposes for both staples and all-year-round products. It is also good in the novelty market at any time. For instance, with the surprising growth of \$1 bridge prizes during the last decade, dual-use packages occupy an important place in this dollar market.

The dual-use package is not good for a staple outside of gift seasons unless the manufacturer makes provisions for packing the staple in a dual-use container and also a regular container.

This latter restriction applies largely in those cases where the creation of an extra use entails a larger unit cost per package. The

essence of staple selling is that the product is bought and re-bought again and again. On the other hand, most dual-use containers are of value only on one purchase. It is conceivable, of course, that one family might want a dozen or more ash trays but the majority of extra-use containers are of a type that does not appeal to consumers more than once or twice.

There is an interesting psychological problem that grows out of this situation. Let us assume, for instance, that a manufacturer of food products has developed a container which, when emptied, can be used as a cigarette box. This container costs several cents more than a more simple container and this fact is obvious to consumers.

Psychologically the average consumer hates to throw away an obviously costly container. Furthermore, she knows that if the container is expensive she is paying something extra for it. Therefore, if she is not going to use it after the product is gone she is likely to turn to some other product where she feels she is getting her money's worth.

## *The Most Satisfactory Type of Dual-Use Package*

The most satisfactory dual-use container is that which implies no extra cost and is just as convenient as more ordinary packages.

For instance, a jug which can be used later as a table-lamp base or as a container for water in the ice box and yet costs no more than the average bottle or so little more that the cost does not figure in the selling price is satisfactory for year-round employment.

The consumer will not hesitate to throw it away any more than

she would an ordinary bottle or jug.

In selling products that are used by children the dual-use package, again assuming that it does not cost any more than an ordinary package, should be effective as a year-round seller. The cooky can with a handle appeals to the children, costs little more than an ordinary cooky can, can be used or thrown away at

will and therefore should sell just as well in June as in December.

Oddly enough, some of the effective dual-use containers are not consciously sold as such. For instance, in many kitchens cooky cans are used as flour and spice containers although the manufacturers did not design them for such use. Thus they go on advertising the product long after it has been consumed.



### New Agency for Savage Arms

The Savage Arms Corporation, Utica, N. Y., has appointed Moser, Cotins & Brown, Inc., of that city, to direct its advertising account. This appointment, effective January 1, includes the advertising of the Stevens Arms division at Chicopee Falls, Mass.

### Has Hotel Account

The Hotel Lincoln, New York, has appointed Birmingham, Castleman & Pierce, Inc., of that city, to direct its advertising account.

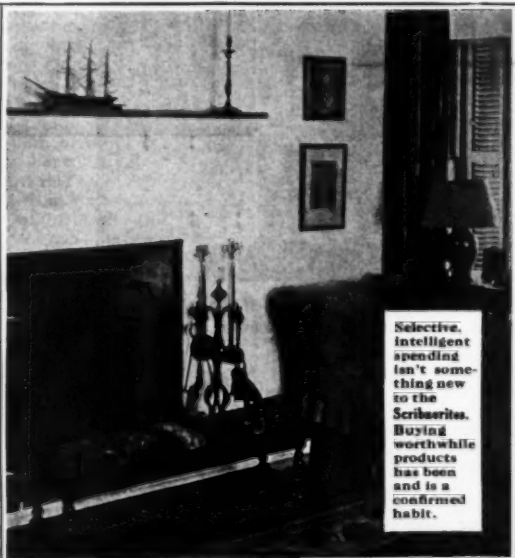
### McCarney with "Building"

Raymond W. McCarney, formerly with the New York office of the Curtis-Martin Newspapers, and, more recently, with the Macfadden Organization, has been appointed advertising director of the Lodge Publishing Company, Philadelphia, in direct charge of *Building*.

### Agency Changes Name

Effective January 1, Anderson, Davis & Hyde, Inc., New York advertising agency, will be known as Anderson, Davis & Platte.

**GENUINE  
QUALITY**



Selective.  
Intelligent  
spending  
isn't some-  
thing new  
to the  
Scribnerite.  
Buying  
worthwhile  
products  
has been  
and is a  
confirmed  
habit.

## Kleenex Goes Convenience

A GYMNASIUM teacher wrote to the Kleenex Company recently and advised that she finds Kleenex tissues very useful in the conduct of children's games; drop-the-handkerchief, for example. Not only, she points out, is it more sanitary than an ordinary handkerchief. It also tends to eliminate such disturbances as might arise from somebody forgetting to re-

lating to new uses. Many of the suggestions are of somewhat more universally applicable possibilities than those quoted above and the company makes a practice of keeping a close watch on the ideas of its audience.

During the last three years the product has been advertised for use as a handkerchief, as well as a cleansing tissue, and users have in-

indicated a desire for a handy form of package that could be purchased for immediate use. The regular package contains 180 sheets and is of relatively large dimensions.

The demand has been tested in a quiet way, found to be of appreciable size, and the company is now ready to market a new convenience unit retailing for 5 cents.

In designing the new package, there was the problem to be met of devising something thin enough to be carried in the male pocket without making an unwieldy bump and to fit into a reasonably small, woman's purse. Thickness, as well as length and breadth, had to be taken into consideration.

The solution arrived at is something of an adaptation of the chewing gum method of packaging. Each 5-cent unit consists of two

packages wrapped together with Cellophane. The individual package is slightly smaller than three by five inches and is less than a half inch in thickness. Each contains twelve full-size single sheet tissues folded in a special compact way.

The new packages carry the same geometric design motif used on the regular package. The predominant color is the same green



*Units Are Marketed in a Carton Which Is at Once a Shipping Container and an Attractive Display Piece*

turn a handkerchief to its owner after the sport is over. A man in western New York chews Kleenex; keeps his teeth white and pearly. A sentimental housewife reports that a few green sheets in the cage somehow add to the connubial felicity of her pair of canaries.

Ever since its introduction as a cleansing tissue some years ago, this product has attracted a large volume of fan mail, most of it re-

as on the large package of white tissues.

The units will be marketed in a carton which is at once a shipping container and an attractive counter display piece.

Incidentally, the new convenience form of packaging makes the product adaptable to additional types of dealer outlets—cigar and candy stands in office buildings, for example.

## Christmas at the Gas Stations

THE Standard Oil Company of New Jersey has prepared for its stations some Christmas promotion material, including a lighted window display. This pictures a genial Santa Claus and an equally kneeling beside a gayly bedecked Christmas tree.

As a tie-up with the display and as a bid for further good-will, a jigsaw puzzle has been produced, utilizing the same motif. This is offered free to customers through a window streamer which the dealer removes when his supply of 200 has been exhausted. A more direct bid for business is made in a die-cut folder with which the company also supplies its outlets.

"Remember your gasoline buggy this Christmas," urges the title, and inside the copy enumerates various accessories "that will brighten up your car."

Heretofore the individual station manager has been

free to choose his own Christmas advertising material, and as the artistic talents of each differed, no two windows looked alike. This year the displays will be uniform, thus supplying a stronger cumulative effect.



### Utilities Again Sponsor Contest

The Public Utilities Advertising Association will conduct another "Better Copy" contest, the awards for which will be made at its annual meeting next year. F. W. Crone, of the New York Edison Company, is chairman of the contest committee.

The various classifications for awards in the contest are: Electric newspaper advertising, gas newspaper advertising, transportation newspaper advertising, outdoor advertising, electric window displays, gas window displays, general utility advertising and campaign advertising.

The contest closes February 18, 1933.

### Joins Lord & Thomas

Fred Ludekens, free-lance artist, has joined the San Francisco office of Lord & Thomas, Inc., as art director.

### Gimbel Appoints Collins

Kenneth Collins is not going to engage in advertising agency work as planned. He has been appointed assistant to the president of Gimbel Brothers, Inc., taking over his new duties about January 15.

Until recently Mr. Collins was executive vice-president and publicity director of R. H. Macy & Company, Inc. His new duties will be in connection with all six stores of the Gimbel organization.

William H. Howard, who was formerly advertising manager of Macy's, will be associated with Gimbels as an executive in the advertising department.

### Buys Idaho Paper

The Pocatello, Idaho, *Idaho State Journal* has been bought by the Pocatello *Tribune*.



# Now, More Than Ever, the Sales Budget Must Come First

For on the Prospects of Future Sales at a Profit Rest the Production Budget and Financial Program

**I**T is the selling end, not the production end, which troubles practically all corporation managements these days. Production costs have been cut to the bone. Efficiencies of both technical and administrative natures have been carried far. Most companies are in position to produce quality goods at much lower prices than two or three years ago.

This is a great advance, but it has not been matched by a comparable advance in the whole selling set-up. Selling costs in many cases are still out of line with the curtailed production costs, and this may largely account for the perplexities of no profit or inadequate profit. Where difficulties in financing exist, these can be traced down to the selling faults more often than to production faults.

The depression furnishes the one big blanket reason for sales troubles. But the depression in itself is not a sufficient excuse for excessive sales costs. It furnishes a set of difficult external facts with which every business must wrestle in terms of internal organization.

No corporation can cure the depression overnight, but every corporation can reform its own internal organization to fit the facts, and thereby do its share in its own way to accomplish more satisfactory balance in its own budget. This in the aggregate is the best, the surest and the least spectacular way of working out the depression. It is a contribution each business executive can make to the broad public interest.

In business budgets for 1933, the sales budget must come first, for on it rests squarely the production budget and the financial program. This is axiomatic in good business practice because production should

conform to and follow consistently the trend and volume of sales. A factory, mill or shop has no inherent reason for existence, except insofar as the consuming public can be persuaded and enabled to take its product.

Similarly the financing of any business depends not on its physical assets, or even on its past profitable performances, but more nearly on its prospects for future sales at a profit. To forecast sales with reasonable accuracy is difficult, and to figure a way of making sales at a satisfactory profit may be even more difficult, but the thing must be done. To sell first and then manufacture according to the trend of sales to replace stock is one way of lowering costs, cutting inventories, reducing losses, and raising profits.

## *Statistics for Analysis Should Be Complete*

The fundamental principles which govern in the budgeting of sales and selling expenses are simple. In the application of budgetary control to the distribution division of a business, it is necessary to consider and analyze separately each product or article—how much will be sold, when it will be sold, where it will be sold, to whom it will be sold, by whom it will be sold, and what will be the net sales yield. Complete statistical data are essential.

Analysis of the potential market for each article in the line is the first step in the formulation of a sales budget. The potential customer is the most important element in the whole sales picture.

Who is he, where is he, what does he need, when will he buy, how can he be persuaded to buy, through what channels can the goods best be delivered to him? The technique for getting advance answers to these questions may be

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either complex or simple, but the answers finally adopted should represent serious effort and not merely approximation by guess-work.

Then comes the analysis of actual sales made. This is not only the test applied to the budget, but it is the current source of information from which the current budget is adjusted to meet actual conditions. Like the analysis of the potential market, it involves a breakdown of the entire line to show where, when and in what amounts the company is realizing on its plan for volume, costs and profit on each product. This may show the extent to which the catalog has become a mortuary.

Channels of distribution may well be re-examined, for some of these channels may be found to represent hang-overs of past conditions for which the reason has disappeared.

Selection of salesmen should be given closer attention.

Will the prospective salesman be a fit representative of the company? Does he measure up to standards which the company recognizes in the better grade of salesmen who sell goods to it? Sales executives can learn much by spending a little time in the purchasing departments of their own companies, thus sitting on the other side of the counter.

Then comes the training of salesmen, and this is one of the weak-

est features in the sales system of thousands of companies.

Does the salesman really understand the line? Does he understand the needs and situations of the customers? Does he understand that he is a middleman between his customers and his employer, and that he should look well to the interests of both? Salesmanship is or should be a profession requiring the highest order of native intelligence, plus thorough training, with equal emphasis on both qualities.

Are executives apt to put too much emphasis on loyalty, "pep" and push? Loyalty is essential, but mere talk about it is superficial, and it seems better to give thought to the basic circumstances which make for loyalty. "Pep" is good, but often there is a tendency to substitute emotional stirrings for intelligent comprehension of the problems involved in selling. High-pressure salesmanship sometimes has its temporary uses, but in the long run it is likely to be a boom-crash, because it does not allow sufficiently for the continuing best interest of the customer.

Salesmen's commissions ordinarily should not be flat and uniform, but should be varied—higher on the high-profit lines. Travel and expense allowances should be adjusted with due regard for current living costs. Good salesmen often will accept adjustments and still do better work.

### Advanced by "Michigan Farmer"

Burt Wermuth, for a number of years editor of the *Michigan Farmer*, Detroit, has been appointed general manager and editor. He succeeds I. R. Waterbury, who died recently, as general manager. Gordon Whitburn, a member of the advertising staff, has been appointed advertising manager.

### Birthday Present for Adcrafters

A painting of Henry T. Ewald, president of the Campbell-Ewald Company and founder of the Adcraft Club of Detroit, was presented to the board of directors of the club last week, on the occasion of its recent twenty-seventh anniversary.

### Cincinnati Has Sales Executives Council

Albert Matthews, general sales manager of the American Laundry Machinery Company, Cincinnati, has been made president of the newly organized Sales Executives Council of that city. Other officers are: Howard M. Hart, vice-president; Malcolm M. Stewart, secretary-treasurer, and Rodger R. Jackson, assistant secretary-treasurer.

### Wilson with Walker & Company

Burton C. Wilson, for a number of years president and general manager of the American Signs Corporation, Kalamazoo, Mich., has joined Walker & Company, Detroit, outdoor advertising, where he will supervise national sales of electric display advertising.



Photo—Anton Brucci

## A ROUND TABLE PACKAGE CLINIC

Walter D. Teague

Gustav Jensen

Joseph Sinel

George Switzer

Robert L. Leonard

Arthur S. Allen

Ben Nash



**T**HE demi-tasse was served at 8 P.M. From then to midnight, seven foremost industrial designers, gathered together as a group for the first time, discussed and debated the economy of improved package design.

The place was the grill room of the Princeton Club, New York.

The time was Friday evening, December 2, 1932.

The guests were: Ben Nash, Arthur S. Allen, Walter Dorwin Teague, George Switzer, Robert L. Leonard, Gustav Jensen, Joseph Sinel. And one lone client—A. Funduklian of A. & M. Karagheusian, Inc.

The host was **PRINTERS' INK MONTHLY**.

Every word spoken at this round-table clinic (who said the art of conversation has died?) was taken down. From these notes, a special editorial feature has been prepared for the January issue of **PRINTERS' INK MONTHLY** that contains ideas, facts and general information about package design that could not be obtained in any other way. Printed on special paper, with special ink, with a photograph of the designers by Anton Bruehl and package photographs by Frederick Bradley. A feature that is as unique as it is useful.

Do you know:

That some \$70,000 was saved in one year when a drug manufacturer adopted a new and improved design for his packages?

That by the use of a simple engineering principle it was possible to save sufficient money in the construction of a rug package to permit adding greatly to its appearance without adding to its cost?

That 10 per cent was saved on the boxing cost of a bedspread package through the application of a novel idea that also had valuable merchandising features?

That a simple device made it possible to use one label where two had formerly been necessary on a tray package?

That the colors on a package of gelatin were cut from five to two and the new package outsold the old two and one-half times?

These few brass-tack cases are simply a miniature sample of the immensely valuable material contributed at this round-table meeting by these leaders in the field of industrial design.

If you could arrange to get these men together some evening and have them discuss your design problems for four hours, you would revel in the abundance of invaluable material. **PRINTERS' INK MONTHLY** has held such a meeting for you. A stenographic report of this completely informal, highly novel and thoroughly stimulating round-table clinic will appear in the January issue, out January 1, 1933.

**PRINTERS' INK MONTHLY**

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# Planning Effective Illustrations for Smaller Advertisements

The Chief Requirements Are That the Picture Have Movement and Attention Value

By Wilbur Perry

THE smaller the advertisement, the greater is the challenge to the advertiser who wishes to get full value from the use of illustrations. As a result, some of the most interesting applications of pictures to advertising are found in advertisements a single column in width and five inches or less in depth.

A study of the more efficient small advertisements indicates that there are certain definite principles of composition and art technique which mean the difference between effectiveness and failure. These small advertisements differ in many ways, and it is right that they should, because it is this difference that creates variety of interest that in turn creates sales.

Some of the basic principles which make for the effective use of illustrations in smaller advertisements are as follows:

1. Odd and unconventional contours are preferable to more conventional illustrations. If, for instance, a package is being shown it may be tilted or placed against an unusual background or so arranged that a part of it is cropped away by the border.

2. Illustrations can be in any medium but their technique should be extremely simple. Thus if a photograph is used, the retouching should be more marked than when used in larger space. A tempera wash drawing should be reduced to a few contrasting values. Pen-and-ink illustrations should avoid complicated shaded effects. A simple outline or outline with occasional masses of black mean good printability in small areas.

3. If possible, the illustrations should be held to one definite spot in the layout. Using several pictures in a helter-skelter manner causes confusion and almost elimi-

nates any readability the text may have.

4. If it is necessary to have a comparatively large amount of text the elaborate illustration is taboo. In planning the illustration



it is well to start first with the text. After having reduced the copy to the absolute minimum necessary for a sales story, then let the amount of copy determine the size and disposition of the illustration.

5. Plenty of white space must be provided to set off the illustration. If it is not given a chance to breathe it loses most of its effect.

6. In planning the illustration it is best to do away with everything



but bare essentials. There are certain successful small-space campaigns that have made excellent use of accessories, but these are exceptional. If the product can be illustrated interestingly without accessories, so much the better for the advertisement.

Frequently an interesting technique will act as an admirable substitute for accessories put in for the sake of atmosphere.

7. In newspapers particularly it is essential that the illustration be carefully prepared so that there is no fill-in in printing. The most successful smaller newspaper advertisements use only the simplest illustration done in the simplest or boldest technique.

The choice of illustrated subjects is almost unlimited. However, probably the most popular subject is the package. In illustrating a package it is well to remember that the smaller the advertisement the more necessary it is that photographs be eliminated and the package be reproduced in line which brings out only the main features.

Gorham, in advertising its silver polish cream in newspapers, has been able to make a successful rendering of the package in less than two-inch space. There is no copy beyond the name of the product which appears in reverse on two bands above and below the package. Between these bands against a lightly shaded background the package is shown in simple relief.

Lemco, Liebig's extract of beef, employs a similar technique to show the package in two-inch newspaper advertisements. Across the top is a black band almost an inch deep in which, in large white letters, is the trade name. Projecting into the black band and surrounded almost entirely by white is a simple rendering of the container.

The manufacturers of A-1 Sauce have for some time gained excellent illustrative effects in smaller advertisements, although the space has been from four to six inches in depth, which allows for a greater variety and the use of more accessories than is possible in two-inch space.

A recent A-1 advertisement shows two figures about an inch high done very simply in black and gray. One of them is pointing at a halftone of the bottle and the headline is, "Do this to wishy-washy soup."

The illustration of the package is in halftone and suffers slightly from lack of sharp re-touching although in this particular case the brand name stands out strongly on the label and the prospect gets a fairly reliable impression of what the container will look like in the dealer's store.

A couple of years ago, in somewhat deeper space, the same manufacturer used interesting look-down views of the package stripped in against line cuts in a delicate pen technique. Because the space was somewhat larger the company was able to use more accessories.

It is possible to get human-



interest pictures in small space.

A patent medicine advertiser, for instance, has shown pretty girls whispering to each other. Here the photographs have been simple and the subjects chosen have had marked features.

An advertisement of J. Schaeffer, Inc., three inches in depth, advertises permanent waves. There is almost no copy and about two-thirds of the advertisement is taken up with a picture of a girl's head. This particular advertisement stood out among a group of small-space advertisements, showing that the introduction of a little human interest does help.

H. Clay Glover Company, Inc., has even used the "balloon" in two-inch advertisements. There is a picture of a dog who is made to say: "Why wait till I get sick? Send now." The copy is kept to a minimum and is aimed solely to get inquiries for the company's forty-eight-page book on the care and feeding of dogs.

For some reason, dogs seem to be particularly successful as subjects of illustrations for small space. This is proved by the interesting advertisements that are used in the dog sections of certain periodicals.

### St. Louis Sales Managers Elect Hearsh

David Hearsh, vice-president of the Berkowitz Envelope Company, has been elected president of the Sales Managers Bureau of the St. Louis Chamber of Commerce.

R. R. Klauke, sales manager of the Krey Packing Company, has been made first vice-president and H. J. Reinhardt, vice-president of the Frank Adam Electric Company, second vice-president. W. R. Skinner, vice-president of the Buxton & Skinner Printing & Stationery Company, has been elected treasurer.

Newly elected directors include: H. D. Duffy, R. S. Herman, A. W. Logan, F. X. Meehan, H. F. Nelson, Arthur Sherwood, E. J. Soden, Joseph E. Zipf, and John L. Kelly.

### Appointed by Mayonnaise Group

W. F. L. Tuttle, who is president of the Tuttle Publications, Inc., has been appointed executive vice-president of the Mayonnaise Manufacturers Association, Inc., Philadelphia. Frank Honicker continues as executive manager of the association.

Manufacturers of Marly Perfumes have been successful in using the modernized technique in advertisements four inches deep. About two-thirds of the space is taken up with an abstract rendering of a bouquet of flowers. Above this is the name of the company and below it five lines of advertising copy.

The manufacturers of Interwoven socks have been alternating their larger newspaper advertisements with two-inch advertisements. A typical example is one of a highly conventionalized Christmas tree in Ben Day with the simple message, "Give him a box of Interwoven socks for Christmas," outlined against the Ben Day. This tree is set in the middle of a sizable area of white space and stands out interestingly.

One advertiser has been successful in showing a whole bed in two-inch magazine space. The product is coverlets and because the designs are simple and bold these can be illustrated with good effect.

Successful small space advertisements really demand illustrative interest. If simple rules are followed this interest is not difficult to obtain.

### Publication of "Food Field Reporter" Starts

Publication of *Food Field Reporter* started with the issue of December 19. This business paper, which it was originally planned would be issued under the name *Food Trade News*, is published by the Topics Publishing Company, New York, publisher of *Drug Trade News*.

*Food Field Reporter*, according to the publisher, will be designed primarily for manufacturers and will report developments in retail, wholesale and manufacturing ends of the grocery industry.

It will be issued every other week, alternating with *Drug Trade News*, also published bi-weekly.

### Three Accounts to Procter & Collier

The Lawrenceburg Roller Mills Company, Lawrenceburg, Ind., Town Talk flour, has appointed The Procter & Collier Company, Cincinnati, to direct its advertising account. Newspapers are being used. This agency has also been appointed by the Dayton School of Aviation, Madison, Ind., and the Rapid Electrotone Company, Cincinnati.

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# Sold Out!

## By DECEMBER 15

### NEW OUTLOOK

Edited by ALFRED E. SMITH

Try to buy a copy of December  
New Outlook on the newsstands.  
It can't be done. New Outlook  
has blazed a new editorial trail,  
which a nation of readers is fol-  
lowing.

**OUTLOOK PUBLISHING CO.**  
**515 MADISON AVE. NEW YORK CITY**

Telephone PLaza 3-6969

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# Making the Advertising Character Do Something

Union Laundry Makes "Ann Prescott" Handle All Claims

THE average laundry may not be thought of by the big shots of advertising as among the great of advertisers. Nevertheless, laundry advertising amounts in the ag-



## "You Can Help Keep Them Healthy?"

—queried a Montclair woman the other day rather dubiously, after I had mentioned the fact that a modern laundry could do much to maintain the family health.

"Yes," I said, and proceeded to point out the importance of thorough laundering of handkerchiefs, pillow cases, sheets, towels, napkins—in fact, all clothes—when colds are so prevalent. As everyone knows, colds nearly always come from the passing of the germ from one person to another.

It is, therefore, the duty of every mother to see that children particularly are safeguarded in every way possible. Because we wash clothes so much more thoroughly than they can be washed in the home (we use 11 changes of water), every last vestige of a germ is effectively destroyed. It's something to think about!

*Ann Prescott*  
—she is the Union Laundry Home Economics expert

## Union Laundry

T. F. Crowley, Jr., Pres.

124-48 So. 19th St., Newark 52nd Year

PHONE HUmboldt 2-1800

From Millburn, Vernon, Roselle, Lyndhurst and beyond, dial WE 8000—our toll charge

gregate to a very considerable sum and is an important factor in the national advertising picture. One reason is that the competition is keen.

Many a laundry during the last few years has been breaking away from the traditional moss-covered, old-fashioned advertising, abounding in such terms as "quality," "service," "lowest price" and the old clichés.

The Union Laundry Company of Newark, N. J., is a case in point. In its recent advertising, which has aroused much comment in its territory, the word price is never mentioned at all. The purpose of the campaign is solely to build up a favorable impression among the women of the territory it serves.

A thing which the Union Laundry Company has done interestingly is to use as its trade character a person who was also given another job to do. The lady is called Ann Prescott, and she is labeled in the copy, "The Union Laundry Home Economics expert."

At the bottom of some of the copy is a short statement to the effect that "Miss Prescott will help you. She knows all about laundry problems and is often able to make a helpful suggestion when it comes to more complicated things like curtains, children's clothes, baby underwear, etc. Write or phone her."

The company adopted this character because it was thought that women would place more confidence in the friendly advice of another woman, as against the cold, impersonal tone of much laundry copy.

As the advertising started to run, Miss Prescott received plenty of calls. It was, therefore, decided that she should handle all claims, such as every laundry has. Since she is a mature woman with years of experience on the subject of fabrics, dyes and other things, she has already succeeded in materially reducing claims for losses, damages, etc., because of her ability to talk with women in their own language about their own problems.

Later on as "Ann" becomes more and more known in the territory, it is planned to have her make personal appearances before



# The Man Who Reclaimed His Head

ONE of the strangest names a play ever had, but like most play titles it packs an attention-arresting wallop. Its application to the present-day advertising and publishing situation is as appropriate as an oyster cracker on the Grand Central Oyster Bar.

For the word "head" is to be taken in its meaning of precedence and leadership rather than in its physical sense.

The manufacturer or publisher who wants to reclaim his leadership after a long period of "innocuous desuetude" or lazy disuse of leadership qualities, must step fast to keep pace with the fast-changing times.

Manufacturers find new companies, many smaller

and faster-moving, now bringing out new products, actively pushing them.

In like manner many publishers and sellers of other mediums must now reclaim their leadership against new methods, young and aggressive competition.

New and deep currents whose force and direction no one can predict have started.

The owner who wants to "reclaim his head" and keep it far above the water of these new currents is now called upon to tell the story of his medium or service to the men who are now ear-marking the money they will invest for 1933. Those men are readers of the

## PRINTERS' INK PUBLICATIONS

women's clubs, parent-teachers' associations, and talk on the subject of modern laundry methods. All of the copy is signed by her.

Another feature is the frequent use of men's heads in the copy signed by a lady. Since the advertising runs on the social pages in newspapers, the men's heads stand out conspicuously, surrounded as they are by pictures of debutantes, brides and other social leaders of the female species

in the communities advertised to.

The idea of developing a special name for the trade character and featuring him or her in the advertising is not new. But the plan of making the trade character take on added work in the form of advice and answering complaints seems an excellent way to build up through the advertising the close contact which is essential to turn a company into a friendly helper.



## Six Governors Sponsor Campaign

THE New England Council is completing plans now for a larger campaign to acquaint tourists and vacationists with the recreational attractions of the New England States. Magazine, radio and newspaper advertising will be used in a program that calls for an expenditure of \$100,000.

The campaign is sponsored by the Governors of six States, and

will be financed by funds raised from hotels, power utilities, railroads, telephone companies and others who benefit from tourists.

The Council has decided on limited application of the idea of joint agency service and has selected Batten, Barton, Durstine & Osborn, Inc., and Kenyon-Advertising, Inc., to handle its account.



### Pearson Makes No Change in Headquarters

George Pearson, who is now temporarily at the New York office of the J. Walter Thompson Company, will not be located there permanently, as might be inferred from a news item in last week's issue. He is engaged in special work in the New York office which will keep him there until some time in January, when he will return to his permanent headquarters in the Thompson office at Chicago.

### New Campaign for Sharpening Materials

Beginning in February, magazines, business papers and direct mail will be used by the Norton-Pike Company, Pike, N. H., to advertise its sharpening materials. Humorous pictures will dramatize the "Sharp Truth" with copy consisting of the experiences of users. The Southwick Company, New York advertising agency, is directing the account.

### Account to Rogers-Gano

The Water Mining Corporation has appointed the Tulsa, Okla., office of the Rogers-Gano Advertising Agency, Inc., to direct its advertising account. Water works, municipal and industrial business papers will be used.

### Townsend Heads Agate Club

Harry L. Townsend, Doubleday, Doran & Company, is the new president of the Agate Club, Chicago, an organization of magazine advertising representatives.

Harry J. Hurlbut, *Red Book*, has been elected vice-president. William A. Sittig, Crowell Publishing Company, is the new secretary and B. E. Newman, Curtis Publishing Company, has been named treasurer.

B. P. Mast, *Mill and Factory*, will serve as assistant secretary.

### Pollock Joins Appliance Institute

Roy S. Pollock, formerly advertising promotion manager of *Physical Culture*, New York, has been appointed sales and advertising manager of the Better Appliance Institute, Inc., New York, household appliances. Most recently he was manager of one of the industrial divisions of the American Locomotive Company.

### Appoints Bloomingdale-Weiler

The Safone Products Corporation, Philadelphia, mouthpieces for telephones, has appointed the Bloomingdale-Weiler Advertising Agency, of that city, to direct its advertising account. Newspapers will be used.

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Dec. 22, 1932

PRINTERS' INK

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## 2,000,000 Cakes in One Week

THE sale of 2,000,000 special cakes was created during the week of November 27 by General Mills, Inc., in co-operation with several thousand leading commercial bakers in the United States. These cakes would not have been purchased and consumed except for this joint effort.

General Mills, that week, featured a delicious Betty Crocker thirteen-egg Angel Food Cake in an advertisement on the back cover of a national weekly and in two national radio programs. This advertising stated that the cake could only be bought of a baker or grocer—so the results of the effort could be definitely and immediately traced. Bakers made the cake from the Betty Crocker formula supplied them by General Mills, and advertised it locally with material prepared by the company.

In an advertisement signed by James F. Bell, president of General Mills, it is stated that "over and above the normal consumption of eggs, sugar and flour, the American people were persuaded during one recent week to consume an additional 26,000,000 eggs, 1,500,000 extra pounds of sugar, and 531,000 more pounds of flour."

## Two Accounts to Hearn

Kennedy & Company, New York, etchings and rare prints, and the Paramet Chemical Corporation, Long Island City, N. Y., have appointed The Alfred S. Hearn Company, Inc., New York, to direct their advertising accounts. Chemical and other industrial publications will be used by Paramet.

## Baltimore Salesbook Appoints Gorton

E. H. Gorton, formerly sales manager of The Wahl Company, Chicago, Ever-sharp pens and pencils, has joined The Baltimore Salesbook Company, Baltimore, as assistant sales manager.

## With "N. E. A. Bulletin"

O. L. Bruns, for the last four years Chicago representative of *Editor and Publisher*, has been appointed advertising representative of the *N. E. A. Bulletin*, Chicago.

# 20.4%

## INCREASE in ADVERTISING REVENUE in 1932 over 1931



True Confessions  
Screen Book

Screen Play  
Hollywood

The Fawcett Women's Group has made this impressive gain in a year when 16 leading women's magazines lost an average of 26.45% in advertising lineage.

It reaches the real "buying" prospects—the younger women who buy what they want, depression or no depression. And this group gives you

## One Million Circulation at \$1.70 per page per thousand

Lowest rate in its field! Use Fawcett Women's Group for new business in 1933. Get the complete story today.

**FAWCETT PUBLICATIONS, Inc.**

General Offices:  
529 S. 7th St., Minneapolis, Minn.  
Chicago, New York, Los Angeles, San Francisco

## "A MILLION WOMEN with MILLIONS to Spend"

# Trade-Marks for Products That "Can't Be Trade-Marked"

*Editor of PRINTERS' INK:*

We have added a new product to our line which seems to defy every effort to trade-mark it because of mechanical difficulties. However, it is our impression that other products which seemed impossible to trade-mark were eventually successfully trade-marked, and I wonder whether you have any material of this kind that you can send us.

**T**HIS matter of finding a suitable method of trade-marking certain products is not a problem confined to items which reach the final user in a considerably altered state. It is also very much of a difficulty in connection with certain items that get to the consumer exactly as they left the manufacturer but which are so constructed as to make trade-marking a seemingly impossible feat.

Perhaps the outstanding example—although it is not a manufactured product—is the walnut. For years, the California Walnut Growers Association tried to find a method of imprinting a trade-mark on each walnut in its pack. Prize offers were announced for mechanical contrivances that would turn the trick. Hundreds of designs were submitted but none stood up under the rigid tests to which all were subjected. The unevenness of the walnut, the huge number that had to be stamped which necessitated a device capable of functioning at a tremendous pace—these and other problems peculiar to the walnut seemed to present unsurmountable difficulties.

However, the association's officials kept up their search and eventually they were rewarded with a device that showed real possibilities. After considerable experimentation and subsequent improvement, the device was finally perfected and, today, the association's walnuts proudly flaunt the Diamond trade-mark. Today, also, Planter's Peanuts carry the trade name stamped on each peanut shell—a tough trade-marking problem if there ever was one.

In addition to the application of ingenuity in the development of mechanical devices that overcome trade-marking problems inherent in the shape or characteristics of the product, another plan is the use of color in some significant fashion.

Thus, a manufacturer of sash cord weaves a colored strand through the cord as his trade-mark. A wire rope producer uses a similar idea. Several manufacturers of wire fences use colored edges.

This application of color is an easy solution to what often appears to be a difficult trade-marking problem. However, it is essential to bear in mind in this connection, that the application of the color must be done in a thoroughly distinctive manner. Otherwise, the manufacturer may find that he has not a valid trade-mark.

## *Separate Tags Attached to the Product*

Still another plan is the use of separate tags attached to the product. The Bigelow-Sanford Carpet Company does this with its rugs, attaching a trade-mark tag to its line. Several manufacturers of small items have employed this same idea.

Another and a most interesting example of how these problems are frequently solved is the case of the manufacturer of Cantine's Coated Paper, the Martin Cantine Company. The coated paper seemed to present unsurmountable difficulties in the way of applying a water mark similar to that used on bond paper. However, after struggling with the matter for a period of years the Martin Cantine Company has finally succeeded in solving the problem, and today Cantine's Coated Papers carry a water mark.

It may be that there are certain products for which it is impossible to devise a suitable trade-marking procedure. However, the

multitude of incidents that have come to our attention in which this problem has been licked, gives us the impression that there are, in reality, mighty few "can't be trade-marked" products.

An important point, in the development of any plan of this kind,

is the retaining of competent legal counsel. A trade-mark is as much a matter of legal rules as it is of merchandising principles. To overlook one or the other phase may prove equally disastrous to the manufacturer looking for a market.—[Ed. PRINTERS' INK.]

## Predicts Five-Cent Newspapers

THE advertising profession as a whole can make no greater contribution to the constructive future development of newspapers than by insistence that a larger share of the cost of newspaper production be borne by the readers. This assertion was made by Colonel Frank Knox, publisher of the Chicago *Daily News*, in an address, last week, before the Chicago Advertising Council.

"Three cents has already become a standard price for daily newspapers in most of the cities of the country," Colonel Knox said. "I envisage the day when this will be raised to 5 cents a copy, duplicate circulation largely eliminated, advertising costs reduced and a far more stabilized and wholesome condition prevails as a result."

A second potential factor in the reduction of advertising costs suggested by Colonel Knox relates to

copy. The sharp slump in advertising lineage, he maintains, has been of great usefulness to intelligent newspaper and magazine publishers.

"This period has taught publishers with open minds that one of the worst foes of advertising as a whole is the careless copy writer. The task is only half completed when the advertising salesman secures an order. It is part of his business and very much in his interest and that of his publication to carry his interest over into a study of the copy it is proposed to use. For it is human nature on the part of advertisers when campaigns fail, or partially fail, to lay the entire burden of blame on the publication in which it appeared, whereas it is highly probable that little of the blame can properly be assessed against the medium and most of it attached to the message carried in the copy."

### General Waxed Papers, Inc., New Company

General Waxed Papers, Inc., has been formed to acquire the properties of the Kelwax division of Kellogg Paper Products, Chicago. The new concern, which will manufacture and sell plain and printed waxed wrappers for food products, will have offices at 526 West 18th Street, Chicago. Walter C. Hasselhorn is president. Other officers are: J. E. Richards, secretary and treasurer; John T. O'Connor, vice-president in charge of sales; and Keith Kellogg, vice-president in charge of advertising, service and designs.

### Directs Hudson Advertising

It was incorrectly reported in a previous issue of *PRINTERS' INK* that Mark Wiseman had been appointed advertising manager of the Hudson Motor Car Company, Detroit. While Mr. Wiseman is now associated with the company, William A. James continues as assistant sales manager in charge of advertising, as in the past.

### Newsboys Who Made Good

RUSSEL M. SEEDS COMPANY,  
ADVERTISING  
INDIANAPOLIS

#### Editor of *PRINTERS' INK*:

One of our clients has asked us to compile a list of Americans prominent in business, industrial, professional or political life, who served as newspaper carriers or sold newspapers during their boyhood days.

If you can refer us to any likely sources of such information, we shall be very grateful.

RUSSEL M. SEEDS COMPANY:

### Death of J. T. Murphy

John T. Murphy, publisher of the *Superior*, Wis., *Evening Telegram* and the *Chippewa Falls*, Wis., *Herald-Telegram*, died at Superior recently, aged seventy-two. He was also interested in the *Manitowoc*, Wis., *Herald-Times* and the *Lafayette*, La., *Daily Advertiser* and controlled radio station WEBC of Superior and Duluth.



## Package Also the Baking Tin

**A** FOOD product that comes packed in the tin that it is baked in has just been put on the market by The Hills Brothers Company. It is Dromedary Dixie Mix, a fruit-cake mixture.

When the housewife opens the metal package she empties the contents into a mixing bowl, adds one egg and a third of a cup of liquid,

stirs and then pours back into the metal box. The cake is then cooked, after which it is removed from the box until it is cooled thoroughly and then it is replaced in the original package and stored until ready for use.

Thus the container fulfils three functions—it sells, it bakes and it stores.

### With Pacific Coast Agency

Larry Crosby, formerly with the Campbell-Ewald Company at Seattle, has joined the Seattle staff of Botsford, Constantine & Gardner, advertising agency, as account executive. John Weiser, for several years with the agency's Northwest offices, has been transferred to the San Francisco office.

### E. W. Fischer with Western Corporation

Edgar W. Fischer, formerly president and director of the Taylor-Yonkers Company, has joined The Weston Corporation, Chicago, photo-engraving, as vice-president in charge of sales in Illinois.

### New Housekeeping Magazine

*Modern Housekeeping Economy* will start publication with the January issue. Hubert F. Lee, editor of *Dixie Business*, in addition will edit the new publication. Offices are in the Healey Building, Atlanta.

### Death of Dr. E. F. Clymer

Dr. Ernest Fletcher Clymer, at one time advertising director of *McClure's Magazine*, died on December 17 at White Plains, N. Y., aged sixty. More recently he was connected with various financial concerns and, at the time of his death, was with the New York Life Insurance Company.

### Heads Town Criers Committee

Robert G. Ingraham, vice-president of the Livermore-Knight Company, has been made chairman of a committee from the Town Criers of Rhode Island to manage the advertising for the Rhode Island branch of the National Economy League.

### Has Dress Account

Kallman & Morris, Inc., New York dress manufacturer, has appointed the Fashion Advertising Company, Inc., of that city, to direct its advertising account.

# How Advertising Meshes with the New Selective Selling

(Continued from page 6)

They are often reluctant to go to the expense of ascertaining real sales figures according to ultimate consumption, because this usually involves consumer and store surveys. If this information is not obtained, however, there is practically no value to advertising calculations and endeavors toward localization which are based on sales figures.

If consumer sales figures are obtainable, however, we have the first brick with which to build a very solid sales foundation. The real sales picture is laid down or charted on top of the potential one as drawn by population and buying power, and evident immediately are the territories which are above, and those which are below normal. Advertising expenditures are then planned and quotas set which have some basis in actuality. Waste is eliminated. You fish where the fishing is good, which is still pretty good piscatorial strategy.

## (2) Analysis by Buying Power

Which type of analysis one uses in breaking a sales total or a sales potential into its components depends on the product involved. If it is one of wide general sale, usually at low price, of use to both men and women, of wide age range, the factor of most importance will be population and its density—where most people can be reached for least money.

In the case of higher-priced products, however, buying power may be of such great importance as to transcend all other factors. Even within the boundaries of one type of product the relative importance of the factors will vary.

A low-priced automobile will find its sale governed primarily by need (consumer habit), secondarily by density of population of such people, and thirdly perhaps by buying power within the medium ranges. The sales of a high-priced car,

however, will be governed primarily by buying power, with the other factors practically negligible.

For this one method of analysis alone advertising has developed the Buying Power Index. L. D. H. Weld has covered the subject in several of his contributions to PRINTERS' INK.

When the method is used for an individual product, a special index is produced to fit that product, made up of a combination of the general factors plus those needed to fit it most closely to the product in question.

The product's own factors are given a greater or lesser weight, according to their importance as compared with the general factors. Such special factors as these are suggested in the foregoing tabulation. The procedure is used also in selecting media and in determining how much advertising shall be placed in each part of the country. It also furnishes a scientific basis for sales quotas.

## (3) Analysis by Other Factors

In the same way as has been outlined above, the problem is attacked by examining the actual or potential sales by sex, by user's need (no use to sell boats where there is no water), by age, by nationality, by trade conditions.

The sum total of all these analytical processes gives one something like this, for example:

Our product sale is (or will be) made to women, between the ages of twenty and thirty, or, for gift purposes, of around forty. Our actual check of consumer sales shows us where these women live. Price is an important factor. We are roughly in the luxury class. Buying power must be given an important place in our calculations. In these territories where the women live we have the following type of outlets, from which our customers buy. We go out and



call on actual people who have bought our goods. We learn why they bought them—or why those of our competitor. Incidentally, while we are at it, we try to learn what they read—where they may be expected to see our advertising.

This is another way of saying that we have charted a given sales problem by analyzing it in several different ways, so that when we are through we have a definite idea of (1) the people we want to talk to and (2) what we ought to tell them and (3) about how much we are entitled to spend because we have some definite idea of (4) what our probable sale will be, in (5) definitely outlined areas of consumer buying.

#### **Mediums Must Prove Economy and Adaptability**

Advertising plans made on this basis will be characterized by a high degree of selectivity. This does not mean using newspapers instead of magazines, or billboards instead of chain broadcasts. It simply means that whatever medium we do use must prove itself most economical and best adapted to do the special and selective job for which it is chosen.

It should be borne in mind that these analytical, selective methods of examining an advertising and sales problem are applicable either to territories, income groups, or age divisions in which sales have already been made or in which sales may be made in the future. The only difference in the procedure involved lies in the fact that in the former case we have previous sales records on which to base our conclusions. In the latter case we must take off from estimates.

In estimating the probable demand for any given product after its market is discovered (which may be in a territory, an income group, an age group, or even within the bounds of a nationality) we may wisely examine the sales of some competing product which may have already become entrenched in that market. Such procedure as checking with dealers, and house-to-house checks on con-

sumer demand, will furnish the factual basis on which to build one's estimate of probable demand and probable sale.

In estimating the potentiality of any territory, very careful and unbiased observation and prognostication are essential. If competitors are not prosperous in what might seem to be a logical territory for them, there is probably a hidden reason for this failure to cultivate what is apparently good soil. Conversely, if a competitor is being exceedingly successful in a territory, he may be so firmly entrenched that to dislodge him would require a disproportionately large expenditure of money, and it may be more desirable to cultivate other territories.

The same selective selling methods we use in picking media govern also our preparation of copy. We think of our reader as of a definite type, age, sex, location and habit of life. We write, or paint, or broadcast or bill board or car card to *that person* in the definite endeavor to create definite action. The effect on copy is, of course, prodigious. It tears it entirely away from general thinking, and pins it down to a specific job.

Finally, having analyzed, planned a method and produced a campaign along such definite lines, we cannot let it rest there.

#### **Sales Checking Essential**

What's it doing, when all is said and done? Were we right to plan it so carefully, shoot so accurately at so definite a target? If we were, the sales results should show it. Economies should prove themselves, and the elimination of waste become so evident as to allow no room for argument. Constant checking of sales is essential.

That's the basis on which to build advertising's future. Common sense, horse sense, analysis and hard-boiled facts, using all available laboratory methods, every possible yardstick, followed by simple, direct, accurate procedure along the wasteless lines we hope we can thus discover.



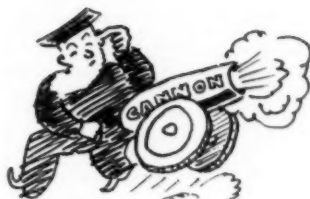
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## Printers' Ink-lings



## A Royal Salute for the Schoolmaster

**A** FEW weeks ago, the Little Schoolmaster's Classroom carried a short reference to a Cannon Mills advertising idea. Daniel F. Sullivan, advertising manager, wrote: "It seems to me that the Little Schoolmaster's Classroom is the most frequently read section of PRINTERS' INK. More than 20 people have mentioned the item to me." Coming from Cannon, that's a royal salute.

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.  
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHland 4-6300. President, J. I. ROMER; Vice-President, ROY DICKINSON; Vice-President, DOUGLAS TAYLOR; Secretary, R. W. LAWRENCE; Treasurer, DAVID MARCUS.

Chicago Office: 6 North Michigan Avenue, GOVE COMPTON, Manager.

Atlanta Office: 87 Walton Street, GEO. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. MCKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager, San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Canada \$4 plus duty \$2.60 a year. Foreign \$5 a year.

Advertising rates: Page, \$115; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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NEW YORK, DECEMBER 22, 1932

## Beer and Ice Cream

At a recent meeting of ice cream manufacturers, President Carl S. Plaut, of the Ice Cream Institute of California, told the members that they were facing an alarming situation.

He said: "The people of the country at the recent election declared unmistakably that they were tired of the prohibition experiment and issued a mandate for a change. It appears that beer is coming back, and the return of beer will inevitably have its effect on the soft drink business and the consumption of ice cream. . . . Beer as a novelty will replace ice cream and soft drinks for a time and to a certain extent permanently. . . . Right now we need our national, State and local associations more than ever."

There is need for associations, it is true, because men who face new competition should get together to exchange ideas. But in addition to

an association, the ice cream industry needs courage, imagination and unusual advertising.

If and when beer returns ice cream can keep itself "news" by advertising its food value, its health appeal.

Mr. Plaut takes in a big order when he mentions the beverage people. Coca-Cola points out that it made its greatest progress during the days when beer was competing with it on every street corner in what were then known as saloons. And it meets the threat of a return of beer by increasing its advertising appropriation by \$1,000,000.

The ice cream, beverage and candy people surely must have learned the power of advertising since prohibition was first enacted. Those who have used it intelligently have profited by it. They certainly ought to be able to defend their position now.

The man or company who isn't able to tell a sound story for his product in competition with beer or anything else is probably not going to get as much of the consumer's dollar as he thinks he ought to have.

Ice cream is a big enough item, close enough to the health and the home of the American consumer to be able to hold its own in any company at all. It has some of the finest selling points possible to appeal to the growing generation as well as the present.

Many ice cream manufacturers have been aggressive, consistent and successful advertisers. Surely now is the time for them to gird themselves with the armor of more ideas, sounder, better and more advertising instead of becoming afraid of the giant which may walk in from around the corner.

Incidentally, it seems to us that quite a great deal of ice cream was consumed by the young, the middle aged and the very old even in the days when there was a big foaming goblet of beer for a nickel available almost anywhere. The vice-president of one of the big breweries has just told Congress that those days will not come again; that only a small swallow

cream imagination

returns ice "news" by value, its

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could be sold for a nickel now.

Doesn't that give the Ice Cream Institute of the State of California an idea and perhaps a little encouragement?

### Challenge

One of the chief hopes for industrial betterment in the years just ahead lies in young men. To younger men with fresh points of view, difficulties are not dismaying but a test of ingenuity and versatility, an opportunity for leadership. Perhaps they are sons of the old men who built the plant in other days and under other conditions.

If they truly belong to the class of those fit to run industry, now is their chance for durable satisfaction as well as immediate adventure.

Theirs is the task to show they are not daunted by the new obstacles thrust upon them but have the brains and the determination to devise ways of surmounting obstacles.

They are accepting with a sense of exhilaration as well as responsibility the challenge that new conditions make to them. Today it is no longer a case of working out standardized forms or keeping to the beaten track.

No process, plan, price or policy should be considered sacred because it is old and established. The man who ceases to question has begun to fall behind.

Youth questions, asks why. There is much room and appeal for the widest diversity of methods. It is a time when every promising plan and constructive idea is likely to secure a fair hearing and trial if it is backed with confidence and enthusiasm.

The main thing in every business is that some constructive idea be planned and attempted.

Many of the great men of yesterday have lost their positions of leadership, their nerve and their ability to plan aggressively.

Here is the young man's chance to suggest and follow through searches for new markets, the making of different products, redesigning, repackaging, the idea of research, new sales and advertising plans.

Let them in every line of business activity now make their plans and suggestions, let them step up to bat to show again that American intellects have not grown dull nor has American hopefulness been dimmed.

Let them prove that we still possess a multitude of men able to bring superior talents to the task of keeping the United States worthy to be named the land of opportunity for rich man's son and poor man's boy alike.

### Reverse English

R. W. Sparks, retiring president of the New York Financial Advertisers, gave a reverse twist to the conventional luncheon speech last week. Asserting that the financial advertising executive had been content to busy himself only with the tools of advertising, he said:

"We have heard too many lamentations from advertising executives that bankers do not understand advertising. The absence of mutual understanding between the banker and his advertising man is an obstacle that we have preferred to walk around rather than remove. We have tried to bring the advertiser to our viewpoint. It is time to start seeing things his way."

This point of view is refreshing and goes far beyond financial advertising, applies to all business.

Too much advertising has stumbled, fallen and been hurt in the minds of the public and the advertiser, also, because of a mutual failure to get at real facts.

The man who knew so much of the ad-crafters' lore that he failed to get a true picture of the advertiser's practical problems of sales and distribution, has made many a manufacturer sour on advertising.

One of the most successful advertising managers in America said, "I am not a good advertising man because I have given all my attention to one product."

He and others who have taken the advice to "see things the advertiser's way," have thought of advertising only as a part of the company's management policy, have never tried to think of it as a thing

apart, with its separate lingo and technique.

It is good advice Mr. Sparks gives financial advertising men and all men interested in advertising, to help make themselves do a real job for the business they serve. To do that they will have to learn every detail of that business.

Such a task won't leave them much time to kick about the lack of advertising enthusiasm of their boss. He will enthuse all right if the man who handles his advertising makes it an integral and essential part of the business.

### **Go Ahead, A. G. M. A.**

Although there has been plenty of sniping at advertising allowances, secret rebates and badly controlled deals, last week there was aimed at these practices a broadside which should have some telling results. This was the action of the Associated Grocery Manufacturers of America, Inc., in sending an unequivocal attack on these practices to hundreds of manufacturers, wholesalers and chains.

A few years ago it was difficult to create any effective body of opinion antagonistic to certain practices that were undermining the food and drug trade. Even though there was much discussion of profitless prosperity, industrial leaders were slow to see the ultimate effects of vicious trade practices.

The members of A. G. M. A. at that time were divided in their attitude but today there is a far greater unanimity of opinion. This was clearly evident at the association's November convention out of which the recent attack grew.

The practices which have been the most dangerous have been the most insidious. Originally advertising allowances and free deals were employed innocently enough, but when they are used as thinly veiled forms of commercial bribery they create ill will, destroy profits and bring about unsettled relations among the important factors in distribution.

If A. G. M. A. is sincerely behind this attack—and there is every

reason to believe that an important proportion of its membership is—the next year should see the beginning of some much needed reform. The association is to be congratulated on its stand. Particular credit is due Paul S. Willis, its president, who has fought tirelessly to bring about the favorable attitude that the recent attack reflects.

### **Last-Minute Stuff**

Many an advertiser who intends to "do something just after the first of the year" will lose effectiveness by putting off decisions too long. Management which waits and delays and then decides at the last minute with an injunction to "rush that job," is responsible for much waste, according to authorities such as the American Engineering Society and the Taylor Society.

Nowhere is such waste due to last-minute decisions more flagrant than in advertising. Never before was there more necessity for building the advertising plan to fit fast-changing conditions, for making a close tie-up between new sales efforts and the copy which supplements them.

This takes time and study. Last-minute decisions lose opportunity.

Now more than ever, if waste is to be eliminated, the job of producing sales-help advertising should be done by men who have traveled with salesmen or have closely studied sales reports. This can't be accomplished overnight.

Knowing that sound and really effective jobs can't ever be delivered in a rush, too many people still hold off, delay and thus create waste all along the line.

The advertising agent, publisher lithographer, printer and all others who are asked to wait for decisions, must of necessity ask others to wait.

Calls are multiplied with resulting higher costs, activity is held up.

With everybody in the same boat, when a hard pull on the oars is necessary, quicker decisions will do more to speed business along than any amount of conversation or predictions.

## Newell-Emmett Company

*Incorporated*

*Advertising • Merchandising Counsel*

40 EAST 34TH STREET  
NEW YORK

AN ADVERTISING  
AGENCY FOUNDED  
ON THE IDEA OF  
RENDERING SERVICE  
OF EXCEPTIONAL  
THOROUGHNESS TO  
A SMALL NUMBER  
OF ADVERTISERS

### CLIENTS

Liggett & Myers Tobacco Co.  
Western Electric Company  
Loose-Wiles Biscuit Co.  
Graybar Electric Company  
Assn. of Amer. Soap and Glycerine Producers  
Group IV, N. Y. State Savings Banks Assn.  
Bell Telephone Securities Co.  
The Manhattan Company  
Bigelow-Sanford Carpet Co., Inc.  
American Tel. & Tel. Co. (Trade Mark Service)  
Equitable Life Assurance Society  
Copper & Brass Research Assn.

"NOT HOW MUCH, BUT HOW WELL"

# The Little Schoolmaster's Classroom

A BRIEF discussion on advertising history and statistics is in order at this session. It will appeal especially to those members who like to jot in their notebooks data on the history of advertisers and also to those who, wherever a record is cited, immediately dispatch a letter to the Schoolmaster explaining that what might appear to be a record, is none at all, because they can go it one better.

This time the place of honor goes to The Hamilton Watch Company and its advertising associate for twenty-five years, *The National Geographic Magazine*. That periodical, in its forthcoming January issue, will have completed twenty-five years of uninterrupted publication of the Hamilton company's advertising. The initial advertisement, which appeared in the January, 1908, issue, marked the first use of space in the *Geographic* by a national advertiser.

The advertisement, reproduced on this page, makes an interesting comparison with the company's copy of today, which guards against superlatives, and which shows photographs of scenes from airway travel.

Celebration of this event brings to light the fact that sales of the Hamilton company in 1908 totaled \$683,000. Its record with the *Geographic* is typical of this advertiser's consistency in keeping itself before the buying public so much so that, today, sales in dollar volume are nine times what they were a quarter century ago.

## THE HAMILTON WATCH

### The National Timekeeper of America

Designed by the Best Watch Talent in the Country

Built of the Very Finest Material

Made by Workmen of the Highest Skill

Produced in a Factory of Perfect Equipment

Scientifically and Exhaustively Tested Perfectly and Accurately Adjusted Isochronally to Temperature and to Positions

Distinguished for Supreme Time-keeping Qualities

Phenomenally Durable

Every Hamilton Watch Carries the Personal Guarantee of the Company

OUR 940 16-Size Open-face Watch is the wonderful railroad watch. Used in over-believing numbers on all the main railroad lines in the United States.

OUR 960 16-Size Bride Watch is beautiful and accurate.

We shall soon issue a Perfect Watch O Size.

Any one wishing more information, address

**The HAMILTON WATCH CO.**  
LANCASTER, PA.

*This Hamilton Watch Advertisement Dates Back to 1908*

Recently in PRINTERS' INK an article dealt rather scathingly with the foolish practice of sending business Christmas gifts, and the Schoolmaster would like to add a mild complaint against the slightly wasteful practice of devoting good business-paper space to Merry Christmas and Happy New Year messages.

In these times when advertising appropriations are none too generous, it hurts the Schoolmaster's thrifty soul to see that a number of advertisers are interrupting their selling tempo to deliver messages of greeting. He has seen several full pages of this type, and while he still maintains a child-like

belief in Santa Claus, likes his plum pudding and regrets the passing of the Yule log, he believes that Christmas greetings can be transmitted by far better channels than business-paper space.

In contrast to these messages of greeting is a full-page advertisement by the Remington Arms Company, Inc. This appeared in a hardware publication the first week of December, and carried the headline, "Here's for a hard driving finish to 1932." The message of the advertisement was that dealers had only one month left of the year and that this month offered them an excellent opportunity to put in some extra selling licks.

To be sure, this message has little of the good old-fashioned Christmas cheer in it, but the Schoolmaster happens to feel that the best kind of cheer for any dealer this year will come when he listens to the merry ring of the cash register bell.

\* \* \*

The Schoolmaster notes with in-

terest that "idea selling," which has proved a depression buster in many a line of industry, seems to work equally well in the business of publishing.

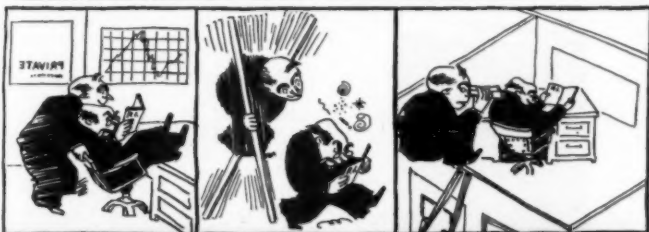
Many recent examples have been based upon idea selling.

The idea of *McCall's*, with new covers to divide its editorial contents into sections, so well liked by readers and advertisers, was almost like a repackaging idea used by a manufacturer.

Then the big issue of McGraw-Hill's *Transit Journal* was based upon the idea of eliminating waste and lost motion.

The publication told the committee of the American Electric Railway Association that it would supply a practical substitute, in the form of a convention in print, for the annual convention postponed because of economic conditions.

All the features of a regular convention appeared in the issue, manufacturers' exhibits, business sessions, speeches, round-table discussions. All were well illustrated.



P.S.—NOW HE GETS HIS OWN COPY!



PRINTERS' INK: Your's right—I ought to have a personal copy. Enter my subscription as indicated.  
 Printers' Ink weekly \$3.00 a yr. ☐ Printers' Ink Monthly \$2.00 ☐

Name

Company  position

Address

City  State

## A job well done demands another

A staff of five experts in magazine, newspaper, and radio writing, editorial work, printing, and publicity, now completing five successful years of promoting an idea and product for a large industry, seeks new tasks. May be employed singly, but offer working unit of unique effectiveness either for a single large undertaking or for smaller jobs on a part-time basis. Address "B," Box 228, Printers' Ink.

## Is There a Santa Claus?

"Yes," reads the well-known editorial from the New York Sun. But is there?

Young man, 27, former Director of Advertising for large retail chain; writer of feature articles on sales and merchandising in current issues of DRY GOODS ECONOMIST, FURNITURE INDEX, DRAPERIES, PREMIER RAYON REVIEW, ETC.; 3 years publication editorial and advertising experience, wants job as writer with trade or general publication, or advertising agency. Could handle copy, publicity or house organ for manufacturer or association. Address, Stocking No. 1, Printers' Ink.



MOST of the articles in each issue of the PRINTERS' INK Publications are of more than timely interest.

Long after they appear you will find in them points that will help you decide a current sales or advertising problem of your own.

To facilitate in preserving copies we furnish binders that will be an attractive addition to your library.

These binders are sold at cost. The Weekly binder, holding ten or more copies, \$1.25, postpaid. Monthly binder, holding nine copies, \$2.00.

In the discussions, leaders inside and outside the industry talked freely in print, were both controversial and constructive. Incidentally, it was a 140-page issue, fat with interesting and instructive advertising pages.

Then came along the much-talked-about December 3 issue of the *Railway Age*, 250 pages of text and advertising, all based upon an idea.

"No prosperity unless the railroads are on a sound earning and financial basis," was the theme. The editorial on the front cover told why; that \$18,000,000,000 of citizens' savings were in railroads, \$5,000,000,000 held by savings banks and insurance companies, and other potent reasons.

Every article and every advertisement in the issue dealt with some phase of the railway situation.

Instead of the old method of paid lobbies, the big railroads took pages of paid advertising to tell facts. Each railroad's advertisement dealt specifically with the territory it served.

When the railroads themselves took big space to tell their fact stories, all sorts of concerns selling to railroads did likewise, even so-called competitors of the railroads. The publisher then sent this unusual issue to more than 15,000 people in addition to its regular distribution.

These extra folks, quite naturally, were members of Congress, State Highway Commissions, Chambers of Commerce and others who have to do with legislation and influence legislation.

All of them who are interested in facts about railways, now have them in permanent form, and the publication, as a direct result of an idea and idea selling, is big with advertising. It would seem, then, that ideas build business for business men in all lines, whether they make baby carriages or publish magazines.

TORONTO HALIFAX MONTREAL WINNIPEG LONDON, E.C.	<b>"GIBBONS KNOWS CANADA"</b> <b>J. J. GIBBONS Limited</b> CANADIAN ADVERTISING AGENTS	REGINA CALGARY EDMONTON VICTORIA VANCOUVER
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## Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

### ADVERTISING AGENCIES

**MAIL ORDER SPECIALISTS**  
Obtain canvassers, salesmen, distributors thru publication advertising.  
**MARTIN ADVERTISING AGENCY**  
171A Madison Ave., New York, Est. 1923

### BUSINESS OPPORTUNITIES

**Publisher's** advertising representative wanted for scientific (chemical) magazine. In reply state experience, magazines now representing, basis of remuneration. Box 689, Printers' Ink.

**New York Business Paper** serving prosperous growing industry; no indebtedness. Publisher wishes combine resources with another similarly situated or capital investment without services. Box 690, P. I.

### ONE MAN AGENCY

handling trade paper and direct mail business past six years, feels confident of excellent possibilities if backed by real organization. Creative, detail and contact work allow no time for selling. Box 684, Printers' Ink.

### EMPLOYMENT SERVICES

#### THE MAN TO FIT THE JOB

The logical candidate for any job is the man who fits the job by measuring up to all requirements—he who has the exact experience and qualifications called for.

No better way to locate the man to fit the job than by advertising for him. And no better medium for the purpose than **PRINTERS' INK**, if the man you seek must possess a sales, merchandising or advertising background.

An advertisement in **PRINTERS' INK**, describing your man, should uncover many excellent prospects from among whom one is very likely to stand out as the best fitted for the job.

### HELP WANTED

#### WANTED:

Agency man, creative experience along merchandising lines; to contact advertisers and agencies. Box 683, Printers' Ink.

**Salesman**—Outstanding New York City manufacturer serving national advertisers offers exceptional opportunity to forceful, experienced Lithographic Window Display salesman. Creative ability and good advertising background essential. Box 688, P. I.

### POSITIONS WANTED

**Public Utilities Advertising Man**—Street railway and motor bus. Eight years successful selling of transportation and developing good public relations by proven methods. Thorough knowledge of traffic promotion. Age 38. Box 685, P. I.

**ADVERTISING-PUBLISHING**—Successful space salesman technical medium desires represent paper in heating, ventilating, air conditioning or affiliated field. Experienced copy, layouts, production, sales promotion. Married. Highly recommended. Available January 1st. Box 687, P. I.

**Salesman**, executive experience, ten years selling sales promotion and business training services, in printed and motion picture form, to national accounts, every line of business, desires connection in New York with outstanding organization in this field; complete business and personal information upon request. Box 686, Printers' Ink.

### Radio Features

**JEWISH RADIO FEATURE**—Unique radio programs for advertisers interested in Jewish market, covering 3 million consumers in Metropolitan New York. Sketches, serials, dramas, musical comedies, highest standard musical programs. We control greatest Jewish talent. Box 691, P. I.

## CAUTION

Applicants for positions advertised in **PRINTERS' INK** are urged to use the utmost care in wrapping and fastening any samples of work addressed to us for forwarding.

Advertisers receiving quantities of samples from numerous applicants, are also urged to exercise every possible care in handling and returning promptly all samples entrusted to them.

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Nothing that appears in PRINTERS' INK may be reprinted without special permission. The use of our articles or quotations from them for stock-selling schemes is never authorized.

# THE MAILED FIST

It costs dimes to dollars to deliver a selling talk in person. It costs just a few cents if a printed piece is used.

The salesman may be persuasive—even forceful. But we know some planners of direct-mail advertising, (and we have a couple in our own organization), who can put more fire into a booklet or a folder than most individuals can in a personal selling talk.

When you want  
to use the mailed  
fist, let us know

## CHARLES FRANCIS PRESS

PRINTING CRAFTS BUILDING  
Telephone: MEdallion 3-3500

461 EIGHTH AVENUE

NEW YORK, N. Y.



**LOOP DEPARTMENT STORES** during November placed 366,172 lines of advertising in the **Chicago Tribune**. This was 43.9% of their lineage—and more than the two leading evening newspapers combined received.

## Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

*Chicago Tribune Offices:* Chicago, Tribune Tower. New York, 220 E. 42nd St  
Atlanta, 1825 Rhodes-Haverty Bldg. Boston, 718 Chamber of Commerce Bldg  
San Francisco, 820 Kohl Bldg.